

**Access to Microfinance & Improved Implementation of Policy
Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

**Business Associations
Membership Development
TA/Training**

FINAL

TECHNICAL REPORT

Deliverable for BAI Component

Year 1 Milestone # 11

Contract No. 278-C-00-98-00029-00

November 1998

Preface

This Technical Report was prepared by association consultant Robert L. Ash for the Center for International Private Enterprise (CIPE) under the direction of the Deputy Director of CIPE, Keith Miceli. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the BAI Component Leader for the AMIR Program managed by Chemonics International, Inc.

The author, in addition to drawing on his own extensive international experience in association development, utilized some aspects of *Raising and Managing Money, An Overview for Chambers of Commerce, Part II Getting and Keeping Members*, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, ©1991 and CIPE's training module, *Membership Development (MDE)*, ©1995 in development of this report.

Special appreciation is extended to the Board Members and Professional staff of the Business and Professional Women Club, the Amman World Trade Center and the Jordan Trade Association. Without their support and active participation, this report and the Membership Development programs contained herein could not have been formulated.

This report was prepared by the Center for International Private Enterprise under Contract # 9804001-208-02D as a subcontractor to Chemonics International, Inc., Prime contractor to U.S. Agency for International Development for the AMIR Program in Jordan.

Abbreviations and Terminology

AE	Account Executive (AWTC)
AMIR	Access to Microfinance & Improved Implementation of Policy Reform
AWTC	Amman World Trade Center
BA	Business Association
BAI	Business Association Initiative Component (AMIR Program)
BPWC	Business and Professional Women Club - Amman Chapter
CHEMONICS	Chemonics International, Inc. (Washington, D.C.) Prime Contractor to USAID for AMIR Program
CIPE	Center for International Private Enterprise (Washington, D.C.) AMIR Program Subcontractor to Chemonics
ED	Executive Director (BPWC)
GM	General Manager (AWTC)
JTA	Jordan Trade Association
MD	Managing Director (JTA)
MS	Milestone Number for Chemonics Business Associations Initiative Component
MRM	Membership Relations Manager (JTA)
O-T-S	Off the Shelf, ie: generic software
POW	Program of Work
PR	Public Relations
TA	Technical Assistance
USAID	United States Agency for International Development
WTC	World Trade Center (concept and New York City)

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EXECUTIVE SUMMARY

Background

This section was extracted from the Consultant's Scope of Work as prepared by CIPE

The macroeconomic picture in Jordan has been sluggish in recent years. Average annual growth is estimated to have been between .8% and 3% over the last three years. However the budget deficit has decreased from eight percent to four percent, and external debt has been reduced from 140 percent of GDP to under 100 percent. In addition, the government of Jordan continues to work toward opening the economy to foreign and domestic private sector investment. Recent achievements include reducing corporate and personal income tax rates, reducing export duties and lifting restrictions on foreign ownership of business.

Despite these successes, Jordan's economy continues to face a number of challenges. Although Jordan's economic growth rate is respectable, the country does not create enough new jobs to absorb those entering the labor force or to make a dent in the country's large unemployment problem.

The Access to Microfinance and Improved Implementation of Policy Reform (AMIR) was designed to respond to these economic challenges and to USAID/Jordan's strategic objective of "increasing economic opportunities for Jordanians" through private sector growth to benefit the economically disadvantaged nationwide. AMIR is a broad-based private sector development initiative with components focusing on microfinance, economic policy reform, and improved service delivery capability for business associations.

CIPE has a contract with Chemonics, International, Inc., which has been awarded a USAID contract for the implementation of AMIR over four years (1998-2002) through the following three components:

Sustainable Microfinance Initiative (SMI): The SMI component will facilitate the development of a financially sustainable microfinance industry in Jordan based on internationally accepted microfinance best practice. In order to achieve this, AMIR will promote linkages between NGO's and commercial banks, foster the adoption of modern management techniques, facilitate the implementation of sustainable financial and information systems and procedures, and sponsor training and technical assistance to build the portfolios of microfinance services of these institutions and profitably expand their base of micro- and small-enterprise customers

Improved Implementation of Policy Reform (IIPR): The IIPR component will focus on improving the implementation of policy reform, investment promotion, increased public awareness, and policy analysis. This component will coordinate and collaborate with the GOJ Ministries of Trade and Investment, Planning and Finance, the Customs Department, and the Investment Promotion Corporation.

Business Association Initiative (BAI): The BAI component will focus on organizational development, policy analysis and advocacy, membership development, improvement of service offerings, and public relations in order to improve the operating performance and financial viability of a variety private business associations in Jordan.

This consultancy governed by this scope of work partially fulfills the activities specified under BAI Component, Year 1, Milestones 11, "implement Action Plans" of AMIR's current annual work plan.

As the Jordanian government continues its efforts to reform the economy and encourage increased private sector participation, businesses need to enhance their role in public policy debates on the very economic policies and laws that impact their operating environment. In most modern economies, this role is filled by organizations, such as chambers of commerce, federations of industry and trade associations, which carry out more effectively economic policy analysis, advocacy and public relations on behalf of their members. While there are numerous business organizations in Jordan, many of them have small membership bases, few membership services, limited finances and revenue sources, and little leverage within the business community and on economic policy. In short, these organizations do not adequately represent the "voice(s) of business" in Jordan.

Fulfilling this important function requires having qualified staff, sufficient funding, committed leadership, an operating workplan, and representative membership. Through the Business Association Initiative of the AMIR Project, CIPE and Chemonics have been working with Jordanian business associations to assist them in identifying their strengths and weaknesses and, ultimately, to enhance their capabilities. Thus far, a survey has been administered to the members of ten Jordanian associations in order to measure their awareness of the associations' services, particularly in the areas of policy analyses, advocacy, and public relations. This was followed by diagnostic studies of three of the ten organizations: The Jordan Trade Association (JTA), the Business and Professional Women's Club (BPWC, Amman Chapter) and the World Trade Center.

Based on the survey and diagnostic findings, strategic workplans were designed for the three chosen organizations. These workplans outline steps to be taken in order to achieve the following goals:

- More effective and appropriate policy analyses
 - Enhanced lobbying and advocacy capabilities (including coalitions amongst associations)
 - Improved public relations (including development of instruments such as newsletter, web site, etc.)
- Improved membership services
Increased membership
Improvement and diversification of revenue sources and financial sustainability.

All of the above goals represent serious challenges to Jordanian business associations, especially those that are voluntary and have small to medium size memberships. The three business associations that concern this consultancy have the latter characteristics. The consultancy assignment will focus on the challenge of increasing their membership.

Business Association Membership Survey

This section was extracted from the Executive Summary Introduction of the Business Association Membership Survey Technical Report BAI Component Year One - Milestone #3

The Business Associations Membership Survey, which consisted of both a questionnaire and focus groups, was the first of its kind to be conducted in Jordan. It included ten of the largest and most well established Business Associations (BAs). This survey was conducted on behalf of, and with the active participation of, the AMIR Program by CDG/AI Jidara joint venture during the months of April and May, 1998. The survey established for participating BAs that AMIR intends to provide technical assistance and training that are responsive to the BAS membership needs. The survey not only generated original information and analysis at the onset of the AMIR Program, it also established credibility among BAs that AMIR's BAI component will reflect the priorities of Jordanian BA's.

Business Association Diagnostic Review

This section was extracted from the Executive Summary of the Business Association Diagnostic Studies Technical Report BAI Component Year One - Milestone #5

The BAI Component "Business Association Diagnostic Studies" was completed on behalf of the AMIR Program by CIPE association diagnostic specialist, Larry Milner in July, 1998. It included (a) developing a business association diagnostic tool and survey methodology; (b) conducting diagnostic surveys of three Jordanian business associations; and (c) reporting the survey results.

The Business Association Membership Survey results (BAI Milestone #3) were used in designing the diagnostic survey tool and selecting the survey methodology. The analytical outlines used by the U.S. Chamber of Commerce's "Organization Accreditation Program" and by the American Society of Association Executive's "Association Peer Review Program" were used to create the survey instrument.

The three business associations diagnostic surveys were part of the baseline surveys and analyses that set the stage for entering into the strategic planning process, the technical assistance programs, and the training agreements with BA's for the next stages of the AMIR Program. The diagnostic elements included:

1. An analysis of organizational structures - staff officers, board and committees
2. An examination of legal status - the charter, by-laws, and formal policies
3. An evaluation of the financial base - dues structure, financial reports, and alternative revenue sources.
4. An analysis of strategic work plans and membership services

The diagnostic survey material was then analyzed and summarized and the results placed in a report along with specific organizational recommendations.

Business Association Strategic Planning Process

This section was extracted from the Executive Summary of the Business Association Strategic Planning Technical Report BAI Component Year One - Milestones #6 and 7 and Year Two - Milestone #4

The AMIR Program followed on these activities by signing Participation Agreements with the three selected BA's, the AWTC; the BPWC; and the JTA. This allowed for the next logical step in the process of narrowing the focus of the broad based AMIR Program to the specific needs of these organizations and their members while maintaining through the consensus building process a relationship with all ten BA's which represent most of the private sector interests in Jordan,

Basic outlines for approaching the strategic planning process were developed with each organization, Brainstorming sessions were held with each of the boards of directors of the BA's and comprehensive three year strategic plans were developed. Each of the plans included individualized pre-planning activities, supplementary in-depth findings, a Mission Statement, Objectives, Three Year Programs of Work, Schedules, Objectives and Checkpoints along with preliminary budget requirements. The plans were written in such a manner so as to allow the BA's to participate in the AMIR Program with its stated goals and objectives and to additionally work with their own membership and other external partners (international donors, foundations, etc) to execute other priority activities that may or may not be included within the mandate of the AMIR Program.

Each of the BA's accepted its individual strategic plan as the game plan for the organization over the next three years. In fact, they have already started implementing some of the initial steps called for in their Programs of Work. As the AMIR Program moves forward in its progressive milestones process, there are numerous activities, TA and training opportunities, and other interventions which will strengthen the relationship between the AMIR Program and the BAs.

The targeted BA's have each reached a natural plateau in terms of organizational development. In order for these groups to attain the next higher level of development they will require regular monitoring and an abundance of professionally qualified Technical Assistance.

To grow, the BA's must attract new members - To attract new members, they must offer quality services and benefits.

Business Association Membership Development Process

Within each of the three Strategic Plans is a 3 Year Program of Work related to Membership Development. The consultant was fielded by the AMIR Program to offer to the associations technical assistance and training which would allow these groups to implement their own unique membership development activities.

The following steps were undertaken with each of the three targeted business associations:

- Review historical Membership data
- Review current Membership Recruitment/Retention process
- Review current Membership Recruitment/Retention tools
- Review current Membership Recruitment/Retention records
- Design comprehensive new Membership Recruitment/Retention program
- Assist in implementing new Membership Recruitment/Retention program

Business and Professional Women's Club (BPWC)

Following a review of **BPWC** specific data contained in the Membership Survey, the **BPWC** Diagnostic Study and the **BPWC** Strategic Plan, the consultant spent nearly a week working at the **BPWC** office with the Executive Director and members of the Social Committee which has the responsibility for membership development within this organization.

The membership in the **BPWC** has grown from **89** members in **1993** to **152** members in **1898**. Membership peaked in **1997** at **172** members when there was great interest in the **BPWC** business incubator project. About **20** members were removed from the rolls in **1998** due to non-payment of dues. An unscientific subjective review of the membership indicates only about **33** (about **22%**) women could be considered active **BPWC** service members. It was determined very early on that recruitment of quality active individuals was much more important than simply recruiting to meet numerical goals. New membership objectives were established which will raise membership to **212** members by **2001** with a targeted **93** women (**44%**) being active members.

A profile of a typical active member was developed which will form the profile for identifying and qualifying potential new members. It was agreed the recruitment program should begin immediately. Several new member categories were created and the dues structure was adjusted accordingly. The benefits of belonging to **BPWC** were formulated for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the **BPWC** appears to be fairly high. The reasons were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted.

Administrative controls related to membership development were discussed and will be implemented once the AMIR program has provided the **BPWC** with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the **BPWC** should be able to nearly triple (**33** to **93**) its active membership over the next three years. The net impact of the **BPWC's** programs on women in Jordan should be at least doubled given the nature of these additional human resources.

Jordan Trade Association (JTA)

Following a review of JTA specific data contained in the Membership Survey, the JTA Diagnostic Study and the JTA Strategic Plan, the consultant spent nearly a week working at the JTA office with the Managing Director and several Board members having the responsibility for membership development within this organization.

The membership in the JTA has grown from **27** members in **1989** to **80** members in **1998**. Membership peaked in **1990** at **90** members and again **1997** at **93** members. About **15** members were removed from the rolls in **1998** due to non-payment of dues. Only about 50% of the members seem to

be regularly utilizing the services and benefits of the organization. To the surprise of management, JTAs best program years were determined to be its worst membership retention years. Generally membership development is accomplished by one person, the Managing Director. It was determined very early on that the introduction of an effective membership recruitment/retention program would necessitate the addition of a Membership Relations Manager (MRM) as the current duties of Managing Director do not allow for adequate time to be spent on this important activity. New membership objectives were established which will raise membership to 130 members by 2001 with little or no additional expense to the organization

A profile of a typical member was developed which will form the profile for identifying and qualifying potential new members. It was agreed a MRM should be hired and the recruitment program should begin immediately thereafter. Currently the annual membership gains and losses are entirely too high when compared to comparable organizations in other countries. Several suggestions were made and accepted to reduce this churn in the membership rolls. It was further suggested the current JD 400 initiation fee be reduced to JD 175 as the higher fee was a deterrent to joining. Annual fees will remain unchanged at JD 600. New ideas were introduced relative to involving members in JTA activities and developing stronger networking within the membership. The benefits of belonging to JTA were identified for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the JTA appears to be unreasonably high. The shortcomings were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted.

Administrative controls related to membership development were discussed and will be implemented once the AMIR program has provided the JTA with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the JTA should be able to dramatically increase active membership over the next three years. The net positive impact of the JTAs programs on member exporters in Jordan should be readily apparent by their increased sales.

The consultant also worked with the JTA management to re-organize the existing staff and duties, establish internal/external cost-to-serve formulas, manage Board relations, initiate an in-house trade research capacity and develop a sustaining member financial resource (reserve) program.

Amman World Trade Center (AWTC)

Following a review of AWTC specific data contained in the Membership Survey, the AWTC Diagnostic Study and the AWTC Strategic Plan, the consultant spent nearly a week working at the AWTC office with the General Manager (GM) and company staff whom have the responsibility for membership development within this organization.

The historical membership records in the AWTC are sketchy at best so proved of no real value. It was determined there are currently 180 Corporate Members of which 23 are pre-paid Shareholders and 157 are paid regular Corporate Members. Additionally there are a total of 345 supplementary AWTC Card Holders of which 46 are issued pre-paid to Shareholders, 109 are paid regular Members and 190 are gratis (17 to Shareholders and 173 to others). Over 50% of the members seem to be regularly utilizing the services and benefits of the organization. In excess of 75% of the supplemental Card Holders regularly benefit from the AWTC discount packages. Until recently membership development was managed by the GM who supervised one full-time salesperson and additional part-time sales staff. Prior to the start of this consultancy the AWTC GM had taken the initiative to begin implementation of the AWTC Strategic Plan. One of his first actions was to replace the existing salesman (who resigned) with a qualified individual who was designated as Account Executive (AE). As the T/A was offered during the week, new membership objectives were established which will raise

corporate membership to 360 members by 2001 and supplemental Card Holders to 645 during the same period

A profile of a typical member was developed which will form the profile for identifying and qualifying potential new members. It was agreed the AE should begin the membership development (recruitment/retention) program immediately. Currently the organization is giving away too many extra cards with memberships. New rules for card distribution were established and written into the corporate policy manual. Additionally several suggestions were made and accepted to reduce this churn in the membership rolls. It was further suggested the current JD 150 initiation fee be reduced to JD 75 as the higher fee was a deterrent to joining. New ideas were introduced relative to involving members in AWTC activities and developing stronger networking within the membership. The benefits of belonging to AWTC were identified for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the AWTC appears to be quite high. The reasons were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted.

Administrative controls related to membership development were discussed. Many of these had already been put in place by the GM while the remainder will be implemented once the AMIR program has provided the AWTC with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the AWTC should be able to dramatically increase active membership over the next three years. The net positive impact of the AWTC programs on its own bottom line should be readily apparent. AWTC members should be able to quite easily measure their value for service and return on investment.

The consultant also worked with the AWTC management to re-organize the existing staff and duties, establish internal/external cost-to-serve formulas and organize an in-house income producing trade leads research capacity which should generate additional non-dues income for the organization

Business Associations Membership Development Workshop

During the final week of the consultancy the AMIR Program hosted for selected business associations in Amman, a half day workshop on the "Fundamentals of Membership Development". The consultant presented the main program and responded to questions from the participants during an "Ask the Expert" segment. More than 20 individuals representing 10 organizations were in attendance. Such activities tend to develop networking and further cooperation between business associations.

Supplementary Activities

Two other activities were also accomplished which, while not specifically included in the consultant's terms of reference, were relevant to the BAI component of the AMIR Program. Support and assistance was provided in developing the technical specifications and pricing for the commodities detailed within the BA Strategic Plans. Further, the consultant contributed to the restructuring and draft development of the BAI component Grants Manual.

Robert L. Ash

Association Development Specialist

CIPE

METHODOLOGY

Desk Study

Only one day of preparatory work was required while the consultant was in the U.S. as he was quite familiar with the current program, having been previously involved in the development of several AMIR Program Milestone components. Upon arrival in Amman, Jordan, the consultant was briefed by the AMIR Program BAI Component Leader, Dr. Zaki Ayoubi and Stephen Wade, AMIR Program, Program Director.

As specified in his scope of work, the consultant reviewed the findings in the *Business Association Membership Survey Technical Report*, BAI Component Year One - Milestone #3, *Business Association Diagnostic Studies Technical Report*, BAI Component Year One - Milestone #5 and the *Business Association Strategic Planning Technical Report*, BAI Component Year One - Milestones #6 and 7 and Year Two - Milestone #4. These reviews were performed each week prior to start of work with each organization. Information specific to the task at hand was extracted and utilized as needed.

Association Field Visits/Leadership Meetings

The consultant and the BAI component leader visited each of the headquarters of the various targeted BA's on Sunday of each week to provide an overview of the activities, programs and objectives of the consultancy. Mr. Ash and Dr. Ayoubi organized preliminary meetings with the Chairperson (or designate) and the Executive Director (or designate) of each BA. These meetings were used to ensure understanding by the parties of the nature of the proposed membership development TA/Training and its relationship within the strategic plans and programs of work already being undertaken by the organizations

On-Site TA/Training

The consultant generally spent the remainder of each week working with the professional staff and leadership of each BA in an effort to formulate an efficient and effective membership development program for each organization. Mr. Ash pursued the following program with each BA:

- Review historical Membership data
- Review current Membership Recruitment/Retention process
- Review current Membership Recruitment/Retention tools
- Review current Membership Recruitment/Retention records
- Design comprehensive new Membership Recruitment/Retention program
- Assist in implementing new Membership Recruitment/Retention program

The final results, that is the BA Membership Development Plan for organization, are detailed in this report in the following Sections 1, 2, 3 for the BPWC, JTA and AWTC respectively. However it must be noted, these plans only reflect the bare essence of the TA/Training delivered during the consultancy. What cannot be conveyed through these printed words are the inspiration, motivation and optimism conveyed by the consultant to those persons he was training. The consultant constantly demonstrated effective selling techniques during the week. In fact, at one point he even made a cold-call on a prospective member and "closed the deal" while the BA staff observed. They were amazed, but learned by example, it can be done.

Preliminary oral reports relative to the new membership development programs were presented to, reviewed and accepted by the staff and/or executive of each of the BA's.

The following three sections are designed in such a manner as to be stand-alone "pull-outs" which can be distributed to the individual BAs. Due to the confidential nature of some of the contents of these sections and particularly due to the nature of some of the membership development strategies contained therein, it is strongly recommended that complete copies of this technical report have extremely limited (within USAID-AMIR-CIPE-CHEMONICS only) distribution.

A brief report on the BA Membership Development Workshop can be found following section 3.

NOTE:

Due to the nature of the work being performed and the sheer size (more than 15 MB) of the exhibits, it was not possible to include, all of the documents reviewed and all of the new membership development materials proposed, within the electronic version of this document. Where possible various objects have been embedded but generally to view the full size individual exhibits one must refer to the original hard copy report which on file at the AMIR Program office in Amman.

Section One

Business Associations Membership Development TA/Training

Business and Professional Women Club

Executive Summary
General Background
Membership Program Evaluation
Recommended Membership Program
Implementation Process
Checkpoints
BPWC Specific Attachments

November, 1998

EXECUTIVE SUMMARY

Business Association Membership Development Process

Within each of the three Strategic Plans is a 3 Year Program of Work related to Membership Development. The consultant was fielded by the AMIR Program to offer to the associations technical assistance and training which would allow these groups to implement their own unique membership development activities.

The following steps were undertaken with each of the three targeted business associations:

- Review historical Membership data
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- Assist in implementing new Membership Recruitment/Retention program

Business and Professional Women's Club (BPWC)

Following a review of BPWC specific data contained in the Membership Survey, the BPWC Diagnostic Study and the BPWC Strategic Plan, the consultant spent nearly a week working at the BPWC office with the Executive Director and members of the Social Committee which has the responsibility for membership development within this organization.

The membership in the BPWC has grown from 89 members in 1993 to 152 members in 1998. Membership peaked in 1997 at 172 members when there was great interest in the BPWC business incubator project. About 20 members were removed from the rolls in 1998 due to non-payment of dues. An unscientific subjective review of the membership indicates only about 33 (about 22%) women could be considered active BPWC service members. It was determined very early on that recruitment of quality active individuals was much more important than simply recruiting to meet numerical goals. New membership objectives were established which will raise membership to 212 members by 2001 with a targeted 93 women (44%) being active members.

A profile of a typical active member was developed which will form the profile for identifying and qualifying potential new members. It was agreed the recruitment program should begin immediately. Several new member categories were created and the dues structure was adjusted accordingly. The benefits of belonging to BPWC were formulated for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program public relations TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the BPWC appears to be fairly high. The reasons were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted.

Administrative controls related to membership development were discussed and will be implemented once the AMIR program has provided the BPWC with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the BPWC should be able to nearly triple (33 to 93) its active membership over the next three years. The net impact of the BPWC's programs on women in Jordan should be at least doubled given the nature of these additional human resources.

General Background

BPWC members were generally satisfied with their organization when they responded to the AMIR Program Membership Survey. They indicated a high level of satisfaction for BPWC representation, business development and training. Members indicated the BPWC needed to enhance its managerial and organizational capabilities. Further, members recommended a need for upgrading the skills of the professional staff. Networking seemed high on members' agendas, with calls for more effective networking opportunities. The major issues of importance to members seem to be labor law and international trade.

During the AMIR Program Diagnostic Study several issues related to BPWC Membership development were identified as needing attention. The BPWC leadership indicated predictable annual income and membership expansion were high priorities. They noted there was a window of opportunity to attract new members as the number of women entering the labor force is currently increasing. Overall the diagnostic study reflected an efficient well managed organization. While the BPWC scored quite well on the overall study, the Membership Development and Retention segment did not fare so well. The lack of a member retention program, an inability to quantify the number of potential members and the lack of new member orientation materials were cited among other items as the main culprits.

BPWC's Strategic Plan which was developed with assistance from the AMIR Program highlighted Membership Development as one of many Programs of Work to be accomplished during the 3 year planning cycle. Contained within that document were several strategies which support both the Mission and Objectives of the BPWC. These include but are not limited to:

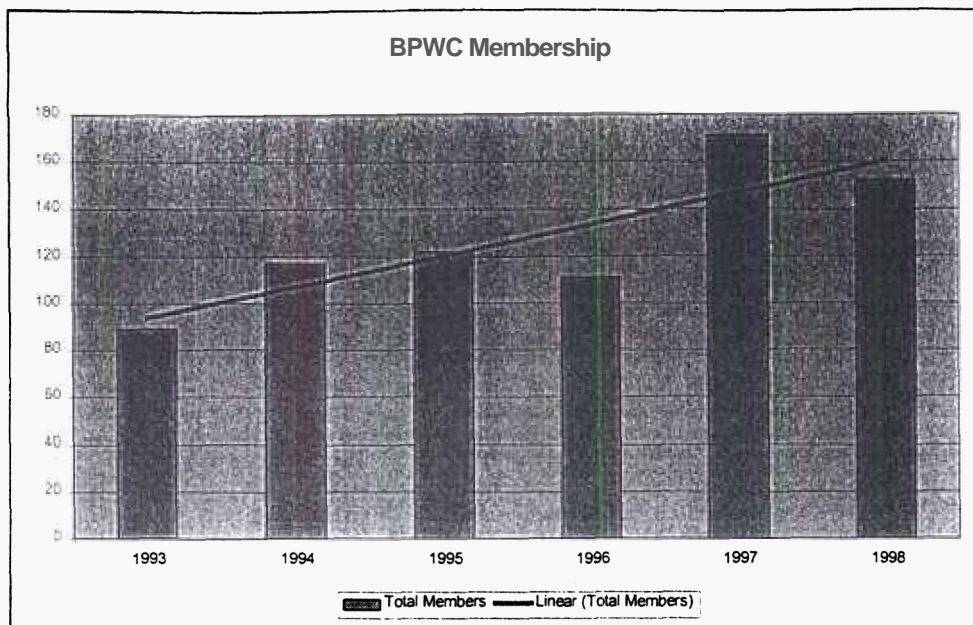
Goal:	To increase BPWC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program

Based on this information the leadership of the BPWC has undertaken with the support of the AMIR Program to evaluate and revamp the current BPWC Membership Development program.

The BPWC is governed by the 1966 Law of Social Societies as amended in 1976 and 1986

Membership Program Evaluation

In recent years the BPWC has undergone a fairly classic growth pattern which is reflected in the chart below. It appears membership has fluctuated in direct relation to the introduction of formal service programs such as the legal counseling center, business incubator and other activities. It is possible some women have joined the BPWC for only one aspect of the organization and their attention was somewhat short lived.



Elements of the existing membership program were evaluated as follows:

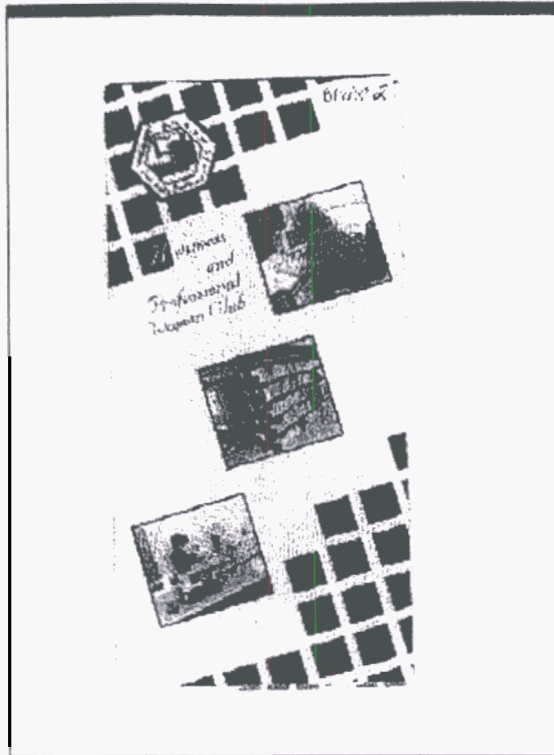


Application (Attachment BPWC 1)

The application is a simple 2 page document which is completed by the prospective member and submitted to the Board of Directors for consideration. Between 5 and 20 applicants are considered each quarter. The Board approves about 50% of the applications. No reasons are given for rejection. General Board approval is required for acceptance. There is no mention on the document of membership requirements, expectations or benefits.

Brochure (Attachment BPWC 2)

The current BPWC brochure (full color – multi-fold) describes in great detail the history and purpose of the club. Particular emphasis is placed on the service projects offered by the BPWC such as legal counseling, information and research, training and business incubation. These are BPWC client benefits, not member benefits. The brochure contains no member benefit information. Further, the brochure is outdated, as it refers to a 1991 election and does not reflect the recently articulated Mission Statement and Objectives.



Social Calendar

BPWC member activities are generally communicated to members by regular distribution of a quarterly social calendar. No copies were available for review.

Requirements

The requirements for joining BPWC are:

Female, residing in Jordan, at least 21 years old, in professional career or retired
(Preference is given to university graduates and 25% of memberships are reserved for Non-career women)

Every applicant must have 2 Board or active member nominators

Recognition Items

The BPWC has a membership pin which bears the BPWC logo but these seem to be little used as not one pin was observed being worn, even at the special AGM. There is no membership certificate or other similar BPWC recognition device provided to members.

Fees

The annual fee for belonging to BPWC is JD 15. The fee structure has been reviewed and further action postponed for at least one year until the new programs and benefits are in place. Membership fees are not the issue here as this is a service club. Members volunteer and provide others with valuable services. These fees were never intended nor will they ever support the current level of service programs undertaken by the BPWC.

Member Profile

While there are over 150 current members only about 33 or 20% can be considered active service members. A typical active member has the following characteristics:

Female, mid-40's, University graduate, High Management/Owner/Director
Multiple club/association memberships
Sensitive to the needs of others

Of the 33 active members, 9 are on the Board, a further 8 are on Committees and the remainder have work/family obligations which limit their total participation.

The inactive members can be split in two groups. First there are members who joined to utilize the services offered by the club as legal and business counseling. These individuals probably should be classified as client members, not service members. The second group of this set are those women who joined BPWC as an extension of their social network. They come to BPWC functions to see and be seen but do not contribute to the BPWC service activities.

Objectives

The recruitment objectives set forth in the Strategic Plans were grossly overstated. There was confusion between the designation of members and clients. These figures will need to be adjusted in the new program.

Categories of Membership

There are currently three categories of membership – Active,
Honorary,
University

Member Benefits

There is no written list of benefits however the following were generally agreed as current benefits:

- Prestige of Membership (highly respected club)
- Networking (opportunity to meet other career women)
- Access to Policy/Decision Makers (BPWC opens doors)
- International Connections (other BPWCs, foreign visitors, conferences)
- Personal Satisfaction (Make a Difference)
- Umbrella Organization (Many Voices – More Impact)

Member Retention

BPWC does not have a formalized member retention program

Member Communications (Attachment BPWC 3)



The BPWC has at various times published a periodic newsletter for members. No such publication is currently distributed due to lack of funds.

It is generally agreed there is ample room for improvement in the area of Membership Development.

Recommended Membership Program

Strategy

The general strategy of the BPWC should be to raise the percent of active membership from about 20% to 40% by only targeting prospective members with characteristics similar to the active members whom already belong to the BPWC. This action will dramatically strengthen the BPWC and relieve some of the most active members from the some of the extraordinary demands they are currently experiencing to ensure BPWC programs are successful.

Recruitment Objectives

	<u>Active Members</u>	<u>Total Members</u>	<u>% Active Members</u>	
<u>Start</u>	33	152	22%	1998
Year One	53	172	30%	1999
Year Two	73	192	38%	2000
Year Three	93	212	44%	2001

To accomplish this objective the Board and other active members of the BPWC will need to recruit 15 Active Regular Service Oriented members and 5 recent university graduates each year for the next 3 years. Further, the BPWC will need to ensure its systems and programs are retaining the current active members. This will essentially treble the active membership (33 to 93) while simultaneously locking in the "social" and "honorary" membership levels at the current 110 and 20 respectively.

Prospective Member Identification and Recruitment

Board and other active members of the BPWC are they themselves ordinarily active in many other service oriented endeavors. As such they should always be attentive to identifying prospective BPWC members as they are encountered. Careful observation and even one-on-one dialogue should be enough to determine if the prospect has what it takes to be a special member of the BPWC. Once such identification is made, confirmation should be obtained by requesting another Board or other active member to make a second observation and contact. If the members concur, the prospect should be provided with a recruitment brochure/application for completion. Normal administrative procedures would prevail from that point and the prospect is accepted as the newest member of the BPWC.

Further, Board and active members should make regular visits and other contacts with senior class students in the local university systems. (also do not forget those students being educated in other countries whom plan on returning to Jordan upon graduation) The best and brightest young women in varied majors should be invited to become involved with BPWC activities upon graduation.

Recruitment Tool

The basic design for a tri-fold recruitment, "Is this You?" brochure has been provided (Attachment BPWC 4) for use by the BPWC recruiters. The final product will be completed either by the AMIR program during an upcoming PR/Communications TA/Training sequence or it may be undertaken now by the PR professional BPWC members. In either case the AMIR program should be requested to provide the computer "desktop publishing" software and other commodities necessary to accomplish this work. Further an application should be made to the Small Grants Administrator of the AMIR Program to assist with the cost of printing this limited distribution brochure.

The brochure more than just invites a prospective woman to join the BPWC. It describes the characteristics of an active member, the basic requirements for membership, member benefits as well as the Mission and Objectives of the BPWC. Incorporated into the design of this brochure is a complete application which can be filled out and submitted to the BPWC.

Membership Categories

It was determined during the evaluation process that many women who belong to the BPWC do not volunteer their time and expertise to support the organization's service programs yet these same women are regularly featured at most BPWC social functions. It appears they wish to see and be seen, without any personal investment. Given this circumstance, the BPWC needs to determine if this easy "social access" has monetary value. That is, today the cost to join and have access to all functions is only JD15 per year but the assumption has always been the member will more than make up for this by a personal contribution of service hours. Therefore, if some members choose to "not serve" they should be designated in a new category of "social" members with annual dues of at least JD100. The additional funds can be used for expanding BPWC projects. The worst case scenario is that some women will elect to "serve" in order to remain members, some members will pay the increased fee and the remainder will simply resign without negative effect on the BPWC.

New Member Orientation

Once a new member has been approved and accepted, the primary nominator (Board or active member) needs to meet with this individual to fully explain what is expected of BPWC members and what members can expect from the BPWC. It would be further suggested the nominator assume the mentor role during the first year on active membership for any new member. This proactive support role will ensure on-going introductions and multiple opportunities to serve. More active BPWC participation would help mold the new member into an "active" rather than passive mode. The nominator needs to provide the new member with a "New Member Kit (defined later in this recommendation). The new member needs to select or be assigned to serve on a BPWC committee to once again reinforce the "service" aspect of the BPWC. Get them involved early and they will stay involved.

Member Benefits

The following items are the benefits of the BPWC as viewed by its members. In order to strengthen the BPWC each of these benefits needs also to be strengthened and delivered regularly to all members thus ensuring member retention.

Prestige of Membership (highly respected organization)

Networking (opportunity to meet other like-minded career women)

Access to Policy/Decision Makers (the BPWC opens doors)

- International Connections (other BPWCs, foreign visitors, conferences, training)

Personal Satisfaction (make a difference)

Umbrella Organization (many voices, more Impact)

Prestige of Membership

As the BPWC membership expands and the impact of its service projects extends to more women in Jordan the reputation of the organization will naturally be improved.

Networking

The BPWC needs to initiate more opportunities for its members to meet in settings where they can learn more about each other and each other's career or business. It would be suggested that a regular monthly dinner of certain small groups might be initiated in this regard. The members of these

groups need to be rotated regularly to ensure everyone gets an opportunity to interact with all other members. Particular attention should be paid to involving new members in such activities.

Access to Decision/Policy Makers

Because of BPWCs stellar reputation and the professionalism exhibited by its leadership any member can utilize the organization to open doors and resolve problems which one could not do on her own.

International Connections

The BPWC regularly hosts foreign visitors and many times each year BPWC members travel to other countries for international BPWC functions and other women's issues conferences, Such opportunities should be rotated throughout the entire active membership.

Personal Satisfaction

BPWC members are sensitive to the needs of others and gain personally by helping to make change.

Umbrella Organization

The Amman Chapter of the BPWC is among hundreds of similar organizations throughout the world.

New Member Kit

It is recommended the New Member Kit contain at least the following items:

BPWC logo pin	BPWC Member logo sticker
BPWC Membership Certificate (5)	Committee Preference Card (8)
BPWC Member Directory	Copy of Chapter By-Laws
Newsletter (6)	Social Calendar
Profile/Skills Card (7)	Training Calendar
BPWC Mission Statement	BPWC Objectives
Committee Descriptions	BPWC ID Card (9)

Welcome Letters from President, Committee Chair and from Executive Director

Membership Retention

Members are retained by motivation, satisfaction and appreciation.

Members quit BPWC because of family/work commitments, leaving the country and for lack of services (member joined for the wrong reason)

The BPWC needs to show that it appreciates the volunteer time generously given by members

Just say, "Thank you" when they are present on service projects

Each year identify those members who volunteered the most hours. Issue "Certificates of Appreciation" (attachment BPWC 10)

Create an Annual "Service Person of the Year" award scheme

Create a "Wall of Fame" in the BPWC headquarters reception area. Place pictures and certificates of long term service oriented members in prominent place.

The BPWC needs to challenge its members to be active and service oriented

Challenge to Think
Challenge to Serve
Challenge to Accomplish Goals

The BPWC needs to keep members involved.

Every member should volunteer or be assigned to at least one service or club committee

Utilize Member participation cards to track member activities (attachment BPWC 11)

Active members are committed members – Committed members don't leave

The BPWC needs to keep members informed.

The BPWC needs to restart the Newsletter (Attachment BPWC 6)

i

Implementation Process

Start Now

Board approve membership Development Program

Board approve realigned member categories

Board and active members advised on prospective member profile

AMIR Program delivers commodities as specified in Strategic Plan

"Is this You?" brochure designed and printed

New Member Kits assembled

"Is the You" brochures distributed to Board and active members

Board and active members start recruitment process

Social Committee initiates regular "networking" dinners

Administration distributes to and collects from all BPWC members

Special Skills Cards, Committee Preference Cards

Board assigns every member to a committee

Administration prepares and maintains member Participation Cards

Membership Certificates and ID cards are designed, printed and presented to all members

Mission Statement and Objectives are designed, printed and distributed to all members

Mission Statement and Objective Placards are posted in Headquarters lobby

BPWC applies to AMIR program for Small Grant **cost** sharing printing of brochure, certificate, MS/Obj., etc, printing

Restart Newsletter – Recruit Editor

Sell ads to cover cost

Target ads from fashion, fragrances, internet, cellular phone, office supplies, etc.

Highlight Club activities, New members and active members

Implement system for continuous monitoring of recruitment/retention results

Initiate University recruitment program

Initiate Service Appreciation Award program

Organize a business network "mixer" with the Businessmen's Club

Re-examine the current dues structure

Generate club headquarters activity – fill the business incubator

Initiate regular management skills training courses for members

Checkpoints

Each month administration should poll Board and active members to determine the number of contacts made with prospective members (application/brochures distributed), record the number of applications submitted, the number of applications accepted/rejected, the number of new members joining and the number of members resigning. An analysis should be made regarding any resignation for other than leaving the country. Each service activity/project should be continually monitored. Members should be given credit for hours in volunteer service and these activities recorded on their member participation cards. A quarterly report should be sent to the AMIR project reflecting the percent of objectives attained.



i

Tel. # 5511647/8

Fax. # 5530092

P.O. Box 910415 – 11191

Application form
BPWC
Amman

Name:

Husband's Name:

Mother's Name:

Address (Home):

Tel. (Home);

Title of Your Organization:

Job Title:

Address (Office) :

Tel. (Office):

Fax #

Mailing Address:

Previous Jobs Occupied:

1-

2-

BPWC Specific Attachments

- 1

Application
- 2

Club Brochures
- 3

Old Newsletter
- 4

“Is this You?” brochure
- 5

Membership certificate
- 6

“Our Voice” newsletter format
- 7

Member Skills Record card
- 8

Committee Preference card
- 9

ID card
- 10 a

Certificate of Achievement
- 10 b

Certificate of Achievement
- 11

Member Participation Card

Background Experience:

- 1-***
- 2-***
- 3-***

Academic Degree:

Field of Specialization

Hobbies

Member in Other Org :

- 1-***
- 2-***

References:

- 1-***
- 2-***

Membership dues JD (15) should be Paid within (6) months

Date _____

Signature.

BPWCAdministration Remarks

Enclosed

Map of BPWC

Note:

Answer all questions
Put Your Photo

BPWC 2



*Business
and
Professional
Women Club*



The Amman Club is the largest and the most active one of the four clubs that form the Jordanian Federation of Business and Professional Women Clubs.

It was established in 1976 as a national voluntary organization affiliated with International Federation of Business and Professional Women Club.

The main objectives of the Club are derived from its by-laws which are based on those of the International Federation, namely, stimulate in women, a realization and acceptance of their responsibilities to Society, to encourage women to acquire education and occupational training and to use their occupational capacities for the advancement of their society and themselves, to work for equal opportunities and status for women in the economic, civil and political life, and to promote cooperation with other local, regional and international women organizations. The Amman Club is a separately established non-profit organization which participates as a regular member in the Jordanian Federation.

Membership in the Amman Club is open to Jordanian Women in Amman who run their own businesses or qualify in professional occupations. In addition, up to twenty percent of the Club's membership may be women who are not professional or involved in business. The Amman Club is run by an Administrative Committee is elected for a two-years term with the present one elected in May, 1991.

The Amman Club has several projects and programmes:

- 1 - Consultative Services Office for Women.
- 2 - Information and Documentation Center for Women Studies.
- 3 - Small Business Counseling.
- 4 - Business Incubator.

Programmes:

- 1 - Promoting women's equal access to decision making positions in cooperation with the European Commission.
- 2 - Teaching Democracy Programme.

**Legal Consultative Services Office For Women
in Amman and Zarqa**

The Federation viewed the creation of the Consultative Services Office for Women as a necessity to assist in solving women's social, psychological and legal problems and to inform them of their rights and duties toward family, society and institutions. This need was in accordance with the objectives of the Club in improving the women movement and of sharing in the creation of a progressive feminine awareness. These objectives are appropriate: (1) because there are fast social and economic changes and a need to deal with the different effects these changes have on the family and society; (2) because there is an increase in women's roles in the job market, the result of which affects personal, social and family structures; (3) because the relations between people and their interactions are continual and consist of mutual responsibilities and rights; (4) because it is unlikely that people are aware of all the laws and conventions that regulate those relations; (5) because there are situations that prevent women from having a larger role in the development of society. The Study that the Club made on women in order to determine the extent to which such an office was needed showed the necessity for its speedy creation.

Legal Objectives:

1. To spread education and legal knowledge among women in order to: (a) inform them of the rights and obligations set forth in different rules and regulations; and (b) the ways to obtain their rights.

and to perform those obligations

2. To extend individual legal advice to working women and to handle each case separately.

3. To endeavor to improve the legal context available to women and her existence as a person, a mother, a wife, a worker and an active member in the society to which she belongs.

4. To follow and pursue the problems that touch the woman personally and endeavor to care for those problems.

The Strategy of the office:

1. The office works as a liaison between the beneficiary (the women) and related parties (official, civil or voluntary) who have the same objectives, according to the needs of the case to be discussed.

2. The office presents services and advices as per the request of the beneficiary herself according to the ways and the procedures decided upon by the office, and presents the service to the woman wherever she is. The office works to reach her in any way possible.

3. The problems are dealt with carefully according to the needs of the personal situation, by means of finding a solution to provide dignity to woman and ensure her legal rights.

4. The problems are referred to the specialized scientific, official and voluntary parties specializing in matching the right services to the problem.

The office tries to cooperate with all persons who have similar concerns.

5. The problems are treated in a scientific and objective way built on scientific, legal, psychological and social achievements.

6. The problems are dealt with on a confidential basis between the beneficiary and the parties who agreed in advance to cooperate with her in finding a solution.

the service is free of charge

The office works on increasing its services and performance through being in touch with the Arab and international organizations with similar experiences to benefit from them and to exchange knowledge .

9. The office examines different studies and research which have been done related to the problem of the woman and benefits from those studies in order to conduct its own studies and research from scientific and consequential gain .

ACTIVITIES :

In accordance with its objectives , the office undertakes many activities , including seminars, lectures, field visits . It is noted that the office has generated widespread national interest and involvement in the seminars , which have dealt with many legal issues , with emphasis on their impact on women's rights and obligations . Participants in those seminars have included prominent jurists , policy-makers , as well as religious and civil leaders . Many lectures have been given to women groups in local communities in Amman and other locations aiming at creating awareness of their legal , economic and social conditions .

Similar problems have been undertaken through the news media.

Since 1986, the office also has partially subsidized the cost of providing legal services to qualified low-income women . The legal consultative service has involved as the main activity of the office . This is due not only to its significance to women, but also to the organization of a dedicated team of lawyers and legal consultants

The legal consultative service provides counseling and representation to women in legal matters such as divorce , child custody cases , insurance , employment , tenants rights and other civil matters .

Information & Documentation Center for Women Studies

The Center's overall objectives include :

- Collection, dissemination, and provision of accurate and up-to-date information with particular emphasis on subjects and issues pertaining to women entrepreneurs , professionals , and managers of small and medium-sized enterprises .
- Collection, dissemination , and provision of social and legal information with particular emphasis on the business aspect of these issues such as business rules and regulations .
- Provision of referencing , electronic searching , referral, and other services to the Center's target beneficiaries .

The Center aspires to cater for a wide range of users that will include :

- Users of the Business Services Programs (Business Incubator and Business Counseling)
- Users of the Consultative Services Program
- Women entrepreneurs and women professionals particularly in small and medium-sized enterprises
- Business managers and business leaders
- Women organizations
- Individuals interested in women's issues

The Small Business Counseling Center

The BPWC initiated the center in 1989 in response to the global realization of the importance of promoting and empowering Small and Medium Enterprises, and in acknowledgment of Small Businesses role in favoring employment, especially among women.

The main objectives of the Small Business Counseling Center are :

- To encourage women to invest in small projects by promoting the importance of SME's as a basis of social and economic stability .
- To offer business counseling services for those who are already engaged in business projects and for potential women entrepreneurs .
- To adopt counseling methods that tackles business related issues in a manner that helps entrepreneurs :
 - To improve their internal efficiency .
 - To upgrade their organizational practices .
 - To empower their decision making procedures.
- To provide women with necessary information concerning business laws , procedure , access to funds and credit facilities .
- To identify , list , and disseminate potential resources , organizations individuals and programs that could be of benefit to women entrepreneurs.
- To bridge the gap between women entrepreneurs and all government, private and international organizations concerned with SME's
- To organize systematic training for women in relation to their most urgent needs in order to upgrade their skills and qualifications

The Business Incubator

In view of the BPWC experience in the Small Business Counseling Center , the BPWC initiated the Small Business Incubator with the purpose of promoting small business initiated by women .

The Business Incubator is a micro facility that provides the physical work space , shared facilities and access to technical and business support services in one integrated and affordable package .

The Incubator facilitates business start-ups by reducing initial costs and operating expenses . It provides business counseling to tenants, access to a strong service sector of professionals to help overcome management shortcomings . It established proper work relations by mobilizing networks of support

Business & Professional Women Club

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Issued in cooperation with the European Commission

BUSINESS AND PROFESSIONAL WOMEN

NEWSLETTER ISSUED BY THE BUSINESS AND PROFESSIONAL WOMENS CLUB EVERY FOUR MONTHS.



FIRST ISSUE MAY 1992 THE ALBATHI

EDITORIAL NOTE

Dear readers, it pleases me to meet you as an opening of this news letter to go through the achievements of the Business and Professional Womens Club during the past four months together, we start with what's new of the social services the club offers the citizens.

The Social Services do not include only giving spiritual, financial and moral support but it has become a profession that deals with different categories in scientific ways that depend on human services and scientific applying in revealing the truth of a human being and his needs and motives for his behaviour, and takes care of him and of the social systems available in society. Its importance is derived from facing problems that could result from rapid and continuous development, and it absorbs human standards and moralities that aim at making humans happy and providing them with therapeutical and developmental services.

This is what the Business and Professional Womens Club presents and provides through its three projects. First of which is the legal counseling services and it is the project that helps woman to solve problems of any kind that she faces and provides awareness of duties and rights in legislations. Second is the small business counseling services that work on encouraging and directing woman to start her own project or to improve it. Third is the Information and documentation center for the studies of women, it provides researchers and studiers with necessary information about women in all aspects of life.

Until We Meet In The Next Issue

CHIEF EDITOR
Buthaina Jardaneh



MRS HIND ABDUL JABER'S SPEECH

From a speech for Mrs. Hind Abdul Jaber at opening of the seminar of the Agreement of Elimination of all forms of discrimination against women:

"Followers of women issues must have noticed that she cannot be insulated from the issues of men in the movement of development, that is from the issue of social development as a whole.

Even so the woman's position is very special in societies because her role has remained limited comparing with the role of man due to historical factors.

That is why we always discuss many matters important to women and help improve her position.

During the last years the Club held many seminars to deal with subjects that concern women and society. And today we hold a seminar about the agreement of elimination of all forms of discrimination against women. Due to our aims in reasuring the aspect of equality that is often applied in our country and within our citizens from different categories and without gender discrimination starting with our Islamic Shariat.

And from our constitution the constitution of the Hashemite Kingdom of Jordan that states that all Jordanians to the law are equal no discrimination between them in rights and duties and also the National Charter.

Equality is explained to be complete care for equal rights for women and deminishing the legal and actual discrimination.

Even though a great progress in the field of legislation has been achieved but many precautions must be taken and things to be done.

Equality to a woman is getting her rights dut to discrimination in foundations and behaviours.

The general meeting of the United Nations in the midst of the decade of women in 1979 took a major step to achieving the goal of giving women equal rights when it documented the the agreement of deminishing all kinds of discrimination against women.

Business and Professional Womens First Conference:

On the occasion of international womens' day, under the patronage of Her Majesty Queen Nour Al-Hussein, the business and Professional womens' Club held the first Conference of Business and Professional women in Ammans' Industry room on 8-10/3/1992.

This Conference discussed in its' 3 day meeting in six sessions. the following:

Women in Public Offices • by Mrs. Salwa Khairy from the Civil Service Office

Civil Service Regulations • by the legal consultant of Civil Service Office Mr. Hilmi Sarabi.

Both sessions were headed by Dr. Munther Masri general ustee of the Ministry of Education, and ~~Mrs.~~ Nadia 'akrity from the Ministry of planning commented on the aper.

Woman's role in commerce - by Mr. Mohammad Asfour Director of the board of the Chamber of Commerce.

Woman's role in industry • by his excellency Haj Ali Dajani from the Chamber of Industry of Amman.

The session was headed by his excellency Dr. Anis louasher, and Mrs. Subhia Ma'ani from the private ctor, owner of the Arabic company for medical and gricultural equipments, commented on the first paper. and Mrs. Rima Yunis owner of Yunis Factory for nails ommmented on, the second paper.

Woman's role in agriculture and nutritional agricultural roduction • by his excellency Dr. Subhi Kasem.

Woman's role in Professional-by Mrs. Karima Ghanem yndicates from the syndicate of agri-cultural engineers.

The session was headed by Dr. Marwan Kamal.

Mrs. Najwa Sha'Shaa' from the gricultural sector com-mented on the first study. And Mrs. Huda Fakhoury • a lentist • commented on the second study.

Woman in the Labor Law -by Advocate Mr. Basil Bostami.



• Woman in the Social Security-by Mr. Ali Issa from the Law Social Security Founda-tion.

• The session was headed by Dr. Saleh Khasawneh.

• As for the final session her excellency Mrs. Inam Mufti chief of the national federation for business and profession-al women and cheif of the conference headed the session and made a speech where she thanked the participants for their positive and effective participation in work of the conference and praised their eager and regular attendance of its sessions which proves that this conference went excellently.

The chief of the conference also thanked the researchers and commentators, then gave the opportunity for the suggested recomendations to be read by Mrs. Buthaina Jardaneh the General Director of the Club.

After discussion these recomendations with the partici-pants the chief of the conference announced the formation of a specialized committee to study the recomendations and categorize them and put them in a final practical form and to suggest work programs that will help execute them.

138 Mebers representing governmental and non gov-ernmental foundations and private sectors participated in the conference.

On the Agenda

- A seminar about encouraging investment.
- A seminar about the law of personal status.
- A seminar about Customs exemptions.
- A seminar about the Jordanian woman • Facts and Figures.
- A seminar about Productive breeding.

- Discussing the study about Wadi Abdoun.
- Discussing the study about the standard of moral judgement and the self aspects of the working woman in comparison with the non working woman.
- Workshops on sell putting forms for different small businesses
- Workshops on «How to improve your own pro-ject».



The Second exhibition for the products of Business Women

On the occasion of labor day 5/5/92 the Club held the second exhibition of the products of business women in the Great Amman hall in Al-Hussien sport city opened by his excellency the minister of industry and commerce Dr. Abdulah Nsour. 33 ladies participated in the exhibition. The exhibition consisted nutritional products, all types of pickles and cheese, dairy products, sweets and pastries, knittings, clothes, feathers accessories, different covers, hand made domestic utensils, fruits and vegetables ... etc.

Doctors	872
Engineers:	
Civil	305
Architectural	366
Mechanical	35
Electrical	153
Mining	2
Chemical	166
Applicatory	5
Lawyers	234
Agricultural En-	700-800
gineers	
Veterinarians	8
Nurses	1895
Pharmacists	921
Midwives	577
Journalists	17

Coming Soon

1 - Thorough guide book of services.

Deals with the services that the public and private foundations provide for the Jordanian citizen especially women. Written by Dr. Jawad Anani institute for studies. It is 250 middle sized pages.

2 - Rook on the «seminar of the international humanitarian regulations and human rights».

It consists of studies presented in the seminar held in the club in cooperation with the Arab Forum under the patronage of his Royal Highness Prince Hassan, and scientists from Jordan and other Arab and foreign countries participated

3 - Book on Jordanian woman • Facts and Figures.

The book was written by Dr. Hussein Shakhathreh upon authorization from the Club.

4 - Book on woman and civilized development in case-study, the state of Wadi Abdoun.

The study was done by Dr. Salma Khudairy upon authorization from the Club.

5 - Legal affairs bulletin:

A half year cycled bulletin that deals with legal subjects that concern citizens. It also deals with the achievements of the legal aid for womens' office.

Committees formed out of the first conference of business and professional women

First: Duties

Since the purposes of forming committees are to execute the recommendations and to higher the economical standard of woman and to encourage her to do productive work in a more effective way, the duties of the committees were determined as follows:

- Categorizing the recommendations that the conference suggested and rewriting them in an applicable way.
- Applying the recommendations as work programs.
- Determining the requirements for executing the work programs.
- Following up the execution of work programs with the Club.
- Following up what results from executing these work programs with concerned and responsible bodies.
- Preparing for the second conference of business and professional women which will be held on May 1993 on the occasion of women's day with the committee gathered together as a preparing committee of the mentioned conference.

Second: Membership of the committees and their presidents and meetings.

- 1 - The following names were elected as presidents of the committees:
 - The committee of Public Office - Mrs. Salwa Khairy.
 - The legal committee -

Advocate Mr. Basil Bostami.

- The committee of agriculture - His Excellency Dr. Suleiman Arabiat.
- The committee of professional syndicates - Mrs. Karima Ghanem.
- Industry and Commerce committee - Mrs. Wijdan Talhouni Saket.

- 2 - The determinant of each committee decides the dates for meetings and puts a work schedual and writes the minutes of each meeting.
- 3 - Suggesting that the committee of agriculture be called the committee of agricultural development.
- 4 - Each committee meets at least once until the end of April and the general coordinator introduces a working plan.
- 5 - Mrs. Salwa Naser and Mrs. Butheina Jardaneh and Mrs. Subhiah Ma'ani are coordinators.
- 6 - To have meetings once every three months for all the committees together to exchange ideas and follow up and that is upon an invitation from the general coordinator.
- 7 - The committees take their claims together to those responsible to be executed.
- 8 - The cheif of the committees is Mrs. Hind Abdul Jaber president of the club.

Third: Points that should be concntrated on:

- 1 - Work on giving the woman the opportunity

to take part in the field of industry and commerce.

- 2 - Study the obsticles that lace womens' participation in different kinds of work and deminish these obsticles.
- 3 - The Clubs' participation in the seminar of the development of the country side that is held by the Jordan University with Reading university.
- 4 - Endourcing the Club with studies about womens' role in development of the country side that is prepared by Jordan University and it is a comparative study between developed and underdeveloped countries.
- 5 - Ways to give work opportunities to different people in cities and villages should be discussed.
- 6 - Concern in direction to small businesses.
- 7 - Concentrating on the economic issue being the most important these days.
- 8 - Concentrating on training programs through the professional training foundation.
- 9 - Concentrating on introducing the different laws and working on ammending them to the general benefit.
- 10 - Taking into consideration the recommendations of other seminars about any subject of the conference and especially what has been put in the agendas of the committees.



First: Seminars held by the Club, Places and Participants:

- Demonstration of the book «Jordan and middle distance» by Dr. Ibrahim Badran in the Club»
- Discussing the book «Industrial Mentality a producing value» by Dr. Samir Omeish in the Club.
- Discussing the research «A social and economic study of the Bani Hamida villages» by Ms. Hiyam Kalimat in the Club.
- Seminar about «Divorce, its causes and solutions» by Mrs. Buthaina Jardaneh in Abd Al-Hamid Shouman foundation.
- Seminar about the agreement of deminishing all kinds of discrimination against women in Amman Commerce Room. Participants were their excellencies Mr. Ahmad Obeidat. Sheikh Abd Al-Atiz Khaiat and Mrs. Inam Mufti.
- The Business and Professional womens' first conference in Amman Industry Room.
- Discussing the book «The Peace Convention and direct negotiations with Israel» by Advocate Mr. Ibrahim Baker in Amman commerce Room.

Organized by Dr. Basam Saket

Second: Lectures, Places and Participants:

- «Legal Restraints» in Al-Jofah center by Mrs. Buthaina Jardaneh and Advocate Nawal Jawhari.
- «What is new in social work» in Al-Taibal by Advocate Lina Bustami.
- A legal lecture in Ahliyah school by Advocate Lima Bustami
- «Wamans rights in the law of personal staus» in the society of anti-illiteracy in Abu Nsair by Advocate Nawal Jawhari.
- «Womans rights in Islam» in Arab women society in Al-Jofah by Mrs. Buthaina Jardaneh.
- «Taking care of your skin and hair» by Mrs. Zahiah Al-Saied in social development center Nazal.
- «Legal affairs» Advocate Naela Rashdan. in social development center/Nazal.
- «Raising children» by Mrs. Zahiah Abu Al Smid in Social development center/ Nazal.
- «Parental Rights in the personal status law» in Abdoun Valley by Advocate Nawal Jawhari.

Third: Free Medical Days:

- Medical Day in the Urban region/ Wihdat By Dr. Fathiah Saudi.
- Medical Day in Al-Jofah By Dr. Sua'd Al-Dusuki.

- Medical Day in Abdoun Valley By Dr. Sua'd Al-Dusuki.

Fourth: Miscellaneous

- 1- Under the patronage of Her Majesty Queen Nour Al-Hussein, A fashion show for spring and summer wear by Mrs. Samia Talhauni -a member of the Club- was held in the Marriot Hotel.
- 2- A Ramadan Night that was attended by many members of the Club and ladies of the society.
- 3- The Club made a trip to Al-Ghour area, the trip was hosted by Mrs. Najwa Shashaa' -a member of the Club- in her ranch.
- 4- On the occasion of labor day the Club held an exhibition of the products of bussiness women in Great Amman hall in Al-Hussein Sport City.

Fifth: Seminars and training courses:

- A- How to start your own business seminar held by the Economic and Social Committee for West Asia / ESCWA, two ladies from the Club participated Mrs. Nida Al-Farrah from the Club and Mai Khair Al-Din Maa'ni from the Arabic Company for medical and agricultural equipments.
- B- Involving women in training and working activities, a seminar which was held by the regional project for developing skins in Arab countries -Architectural engineer Munifeh Otour from the Club, participated.
- C- A seminar about Mothers' health during pregnancy two doctors from the Club participated Dr. Sua'd Al-Dusuki and Dr. Insaf Arafat.
- D- The National Child Convention that was held by the ministry of planning in cooperation with the United Nations Children's Fund UNICEF.

Mrs. Hind Abdul Jaber the president of the Club and Mrs. Butheina Jardaneh director participated.

Aims of the Club

- To raise the standard of the Jordanian woman's performance in different professions and tasks she does.
- Encourage Jordanian women to take responsibility in the society to back up the movement of economic, social and political development and find equal opportunities in these fields.
- Work on raising the position of Jordanian woman in economical, social and political life.
- To strengthen the cooperation between voluntary and Women bodies in Jordan and similar bodies in Arab and foreign countries and international bodies.
- Create projects that help in achieving the aims mentioned above.

Projects of the Club:

Legal counseling services for women
Small business counseling services
Information and documentation center for women studies.

Soon ... Soon

- The Club will participate in the following exhibitions:
 - ☆ Taipei international exhibition
 - ☆ Damascus international exhibition
 - ☆ Morocco international exhibition
- Legal counseling services office in Zarqa to help women solve their problems and follow up their cases in courts and work on enlightening them about their rights and duties in legislations and work on amending the law to their benefit.
- Using the CDS/ISIS system in the Information and documentation center for women studies.

Achievements in four months

First: Legal services office for women

- Ladies who benefited from the services of the office:
 - Number of Ladies (39) ladies
 - Number of cases (57) cases
- Solved amicably (resolution, guidance, directions)
 - Number of ladies (9) ladies
 - Number of cases (14) cases
- Legal counseling
 - Number of ladies (19) ladies
 - Number of cases (27) cases
- Prosecuting in courts
 - Number of ladies (11) ladies
 - Number of cases (16) cases
- Categorizing the cases:
 - In Families: Visitation, children's alimony, custody pay, habitation, following up, wife and children's alimony, evacuating leased property, maintenance of leased property.
 - Number of lawyers (11)
 - Number of solved cases (7)
 - Number of unsolved cases (9)

Second: Small business counseling project

- Looking for jobs. (25) ladies
- Ladies wanting to found their own business. (11) ladies
- Available project:
 - Library with photocopying documents.
 - Photography Studio
 - Dairy Production
 - Pickles Production
 - Classical restaurant
 - Training center
 - Pastry
 - Accessories and Tailors' store
 - Cooperative Society for manufacturing zippers
- Ladies wanting to improve their products because of the following obstacles:
 - (10) Ladies
 - Marketing



- Advertisement
- Pricing
- Customs Problems
- Many places sell the same merchandise
- few want to buy because of the economic situation.

Other activities of the project

A- Providing information (22) forms have been about business women filled

B- Participating in the (33) Ladies second exhibition of business women on the mission of labor day on 5/5/92

C- Gathering information about business women and about economics. 32 visits

Third: Information and documentation center for woman studies:

Pioneers (52) researcher and studier

- Lending (74) Studies
- Number of books the center was provided with (84)
- Number of 'studies the center was provided with (25) magazines and newspapers of which are:
Jordanian newspapers, Aswak, the Gulf Aswak, Arab Thought Forum, Jerusalem, Shahrazad Ta'awon, Arab future, Mu'ta for researchers and studies, and others.

The center opens daily from 8:30 till 3:00. The center takes care to introduce studiers and researchers with books that are newly issued, and that is through meetings and discussion with writers and specialists of these books.

The center encourages all studiers and researchers to inform it of their studies so that the center can hold meetings to introduce them to people.

Characteristics of a leadership Personality:

Leadership is not a magical personality it has fixed measurements so that we can make a list of characteristics and then apply them on others to know to what extent they can be leaders.

Leadership is a science and skill that could be earned through learning and training and capability to learn and perfect the role wanted for a successful management and succeeding in economical project and that which differs people from each other -with other factors- it is responsible for success and failure of the project.

Studying many cases of leaders and successful business men made it possible to know the characteristics of leadership and the most important are:

- There should be a goal to achieve (an ambition)
- A strong wish for independence and leadership
- Taking advantage of chances and looking for new ones.
- Realistic
- Learn from your mistakes and don't be ashamed of them
- Trust yourself
- Allert
- Capable to create and renew and develop (have an initiative and create)
- Perform dangerous tasks
- Try to solve a problem in many ways.
- Study the issue very well before taking a decision and look for different sources and alternatives to solve a problem.
- Capable of tolerating failure and trying again (determined)
- Strong personality and capable of persuasion
- Good listener to others and deep discussions
- Skillful in management and outstandingly dynamic.
- Try to create an atmosphere of leadership at work.
- Stays optimistic and open minded.
- Calculates time well

Legal affairs:

Criminal law punishes by imprisonment or fine who does the following:

- 1- Blocks public roads without reason and removes boards from the streets.
- 2- Neglect putting traffic lights around excavations or ruins them.
- 3- Ploughs or plants an area of 75 cm from the public road.
- 4- Fires gunshots with or without an occasion.
- 5- Throws out to the streets dirty water.
- 6- Throws garbage out to the streets.
- 7- Takes out garbage to the public road.
- 8- Makes loud noises that bother the comfort of others i.e. loud noises coming out of loud speakers and others.
- 9- Urges his dog to attack pedestrians.
- 10- Lets an insane person out on the street while he's under his care.

The editors
welcome your
participation and
suggestions

Tips & Tricks

1- Industrial Mentality a producing value -a book discussed by the Club- «Manufacturing created this ages' civilization and invaded it and activated its different levels. Manufacturing is then the main motor for development and a sure way for survival, it has been like that since man was on earth. For that reason the countries were divided into developed or industrial and under developed countries. And when the necessity of manufacturing and its reality is realized then the industrial mind will start forming so that the new civilization grows with it and the industrial mentality prevail to grow into producing value, a necessary value and mostly needed for individuals and all people».

Dr. Samir Omeish

2- Economical and Social study of Bani Hamida villages/Thiban/Madaba from the recommendations «In the field of small development projects and training» Encouraging the inhabitants of the study region to start small industrial and commercial and skillful projects ... etc, and also encouraging double projects of agriculture and animal raising.

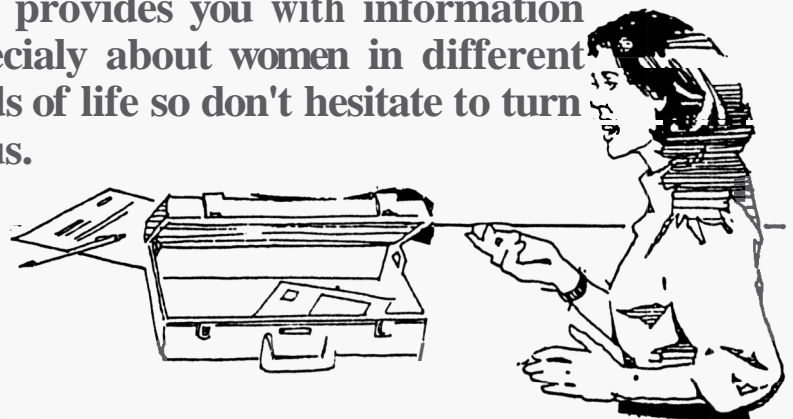
Encouraging societies and voluntary societies to start productive small businesses to encourage the inhabitants of the region especially women to join them and these projects should obtain more than the traditional methods and should take into consideration the needs of the market.

Researcher Hiyam Kalimat
Ministry of Planning

The business and professional
womens club at your service, it helps
you solve your problems and start
your own business and improve it.

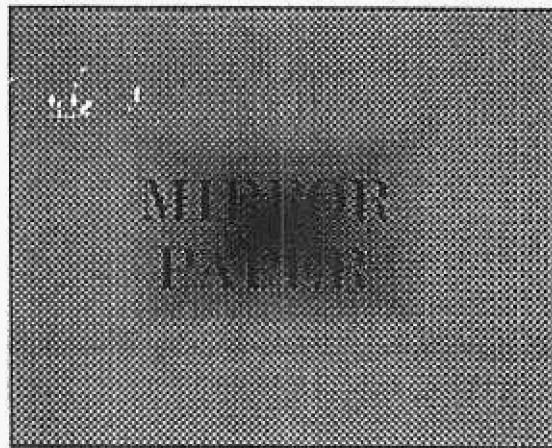
It provides you with information
especialy about women in different
fields of life so don't hesitate to turn
to us.

Ladies



BPWC

May Be Looking
for YOU!



Is This You?

Look Inside → →



Kelly Smith

MEMBER

Amman Chapter - Business and Professional Women Club

Date

President

OUR VOICE

VOLUME 1, ISSUE 1

OCTOBER 21, 1998

BPWC Newsletter Restarted

MISSION STATEMENT

The Mission of the Amman Chapter of the Business and Professional Women Club is to provide for constructive dialogue and action which ensures women in Jordan optimize every opportunity for empowerment and active participation in the social, business and economic development of the country through education, advocacy, networking, training and professional support.

The Amman Chapter of the Business and Professional Women Club is pleased to announce to its Members and other readers that the Club has restarted publication of its newsletter. "OUR VOICE" will be edited by BPWC Member Rawda Abu Taha and published 4 times per

WOMEN Helping to
Effect Change for
WOMEN in Jordan

year



Recruiting New Members

The BPWC Social and Membership Committee has just completed a comprehensive review of the membership recruitment and retention program. Members will notice some changes immediately with the influx into the Club of more active career oriented women.....

New Plans - New programs

The Board of Directors of the BPWC has undertaken to develop and is currently implementing a long range strategic plan aimed at strengthening the capabilities of the Club. This effort

was organized with the assistance of consultants made available by the US-AID funded AMIR Program which will be working with the club for the next few years.....

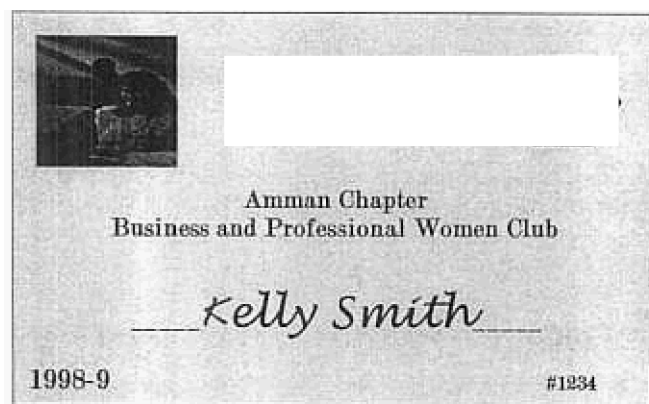
also in this issue

Committee Activities	2
Member Profiles	3
Future Events Calendar	3
Members in Action - Stories and Pictures of Involved BPWC Members	4

Business and Professional Women Club	
Member Skills Record	
<u>Special Skills or Training</u>	

Business and Professional Women Club	
Committee Preference Card	
<u>committees</u>	
<input type="checkbox"/>	Finance
<input type="checkbox"/>	Small Business Counselling and Business Incubator
<input type="checkbox"/>	Legal counselling
<input type="checkbox"/>	Information and Documentation
<input type="checkbox"/>	International Federation
<input type="checkbox"/>	Research Studies
<input type="checkbox"/>	Social
<input type="checkbox"/>	Training
<input type="checkbox"/>	Public Relations
<input type="checkbox"/>	Issues Management (Analysis and Advocacy)
<input type="checkbox"/>	Youth
<input type="checkbox"/>	Human Resources
<hr/>	
Member Name	

BPWC 9



Certificate of Achievement

This certifies that

Kelly Smith

has volunteered extraordinary hours
in support of women in Jordan

*Business and Professional
Women Club*

Special
Service
Award

add
logo

add
logo

Signature

Date

Signature

Date

Signature

Date

Certificate of Achievement



Kelly Smith

BPWC recognizes your many hours of volunteer service



Signature	Date
Signature	Date
Signature	Date



1

Section Two

Business Associations Membership Development TA/Training

Jordan Trade Association

i

Executive Summary
General Background
Membership Program Evaluation
Recommended Membership Program
Implementation Process
Checkpoints
JTA Specific Attachments

November, 1998

Executive Summary

Business Association Membership Development Process

Within each of the three Strategic Plans is a 3 Year Program of Work related to Membership Development. The consultant was fielded by the **AMIR** Program to offer to the associations technical **assistance and** training which would allow these groups to implement their own unique membership development activities.

The following steps were undertaken with each of the three targeted business associations:

- Review historical Membership data
- Review current Membership Recruitment/Retention process
- Review current Membership Recruitment/Retention tools
- Review current Membership Recruitment/Retention records
- Design comprehensive new Membership Recruitment/Retention program
- Assist in implementing new Membership Recruitment/Retention program

Jordan Trade Association (JTA)

Following a review of JTA specific data contained in the Membership Survey, the JTA Diagnostic Study and the JTA Strategic Plan, the consultant spent nearly a week working at the JTA office with the Managing Director and several Board members having the responsibility for membership development within this organization.

The mostly corporate membership in the JTA has grown from 27 members in 1989 to 80 members in 1998. Membership peaked in 1990 at 90 members and again 1997 at 93 members. About 15 members were removed from the rolls in 1998 due to non-payment of dues. Only about 50% of the members seem to be regularly utilizing the services and benefits of the organization. To the surprise of management, JTAs best program years were determined to be its worst membership retention years. Generally membership development is accomplished by one person, the Managing Director. It was determined very early on that the introduction of an effective membership recruitment/retention program would necessitate the addition of a Membership Relations Manager (MRM) as the current duties of Managing Director do not allow for adequate time to be spent on this important activity. New membership objectives were established which will raise membership to 130 members by 2001 with little or no additional expense to the organization

A profile of a typical member was developed which will form the profile for identifying and qualifying potential new members. It was agreed a MRM should be hired and the recruitment program should begin immediately thereafter. Currently the annual membership gains and losses are entirely too high when compared to comparable organizations in other countries. Several suggestions were made and accepted to reduce this churn in the membership rolls. It was further suggested the current JD **400** initiation fee be reduced to JD 175 as the higher fee was a deterrent to joining. Annual fees will remain unchanged at JD 600. New ideas were introduced relative to involving members in JTA activities and developing stronger networking within the membership. The benefits of belonging to JTA were identified for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program public relations TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the JTA appears to be unreasonably high. The shortcomings were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted,

Administrative controls related to membership development were discussed and will be implemented once the AMIR program has provided the JTA with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the JTA should be able to dramatically increase active membership over the next three years. The net positive impact of the JTAs programs on member exporters in Jordan should be readily apparent by their increased sales.

The consultant also worked with the JTA management to re-organize the existing staff and duties, establish internal/external cost-to-serve formulas, manage Board relations, initiate an in-house trade research capacity and develop a sustaining member financial resource (reserve) program.

General Background

JTA members were generally satisfied with their organization when they responded to the AMIR Program Membership Survey. They indicated a high level of satisfaction for JTA representation, information and business development. Members indicated the JTA needed to enhance its managerial and organizational capabilities. Further, members recommended a need for upgrading the skills of the professional staff. Networking seemed high on members' agendas, with calls for more effective networking opportunities. The major issues of importance to members seem to be contacts with foreign companies, marketing exhibitions and more trade with Arab countries as well as custom reform.

During the AMIR Program Diagnostic Study several issues related to JTA Membership development were identified as needing attention. The JTA leadership indicated access to trade information, predictable annual income and membership expansion were high priorities. Overall the diagnostic study reflected a need for a comprehensive study of the organization. JTA scored in the mid-range on the Membership Development and Retention segment. The lack of a member retention program, member recognition devices and the lack of new member orientation materials were cited among other items as the main culprits.

JTAs Strategic Plan which was developed with assistance from the AMIR Program highlighted Membership Development as one of many Programs of Work to be accomplished during the 3 year planning cycle. Contained within that document were several strategies which support both the Mission and Objectives of the JTA. These include but are not limited to:

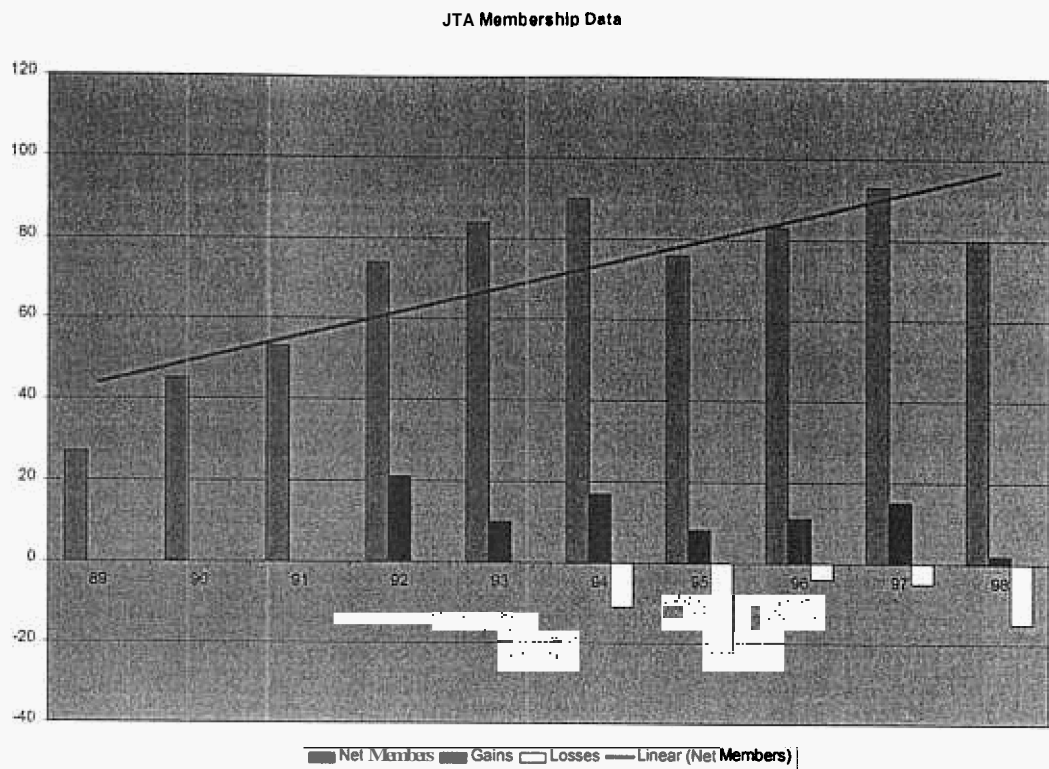
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|-------------------------------------|--|
| Goal: | To increase JTA membership in programmed increments to a point of financial and organizational self reliance. |
| Objective: | To retain current Members by providing quality services

To attract new members |
| Strategies/Tasks/Activities: | Analyze current Member Retention/Recruitment program

Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques

Conduct Annual Membership Retention/Recruitment program |

Based on this information the leadership of the JTA has undertaken with the support of the AMIR Program to evaluate and revamp the current JTA Membership Development program.



The first data reviewed was the raw membership elements, that is net annual membership, new members joining and current member resignations.

Net Membership	1989	27
	1990	45
	1991	53
	1992	74
	1993	84
	1994	90
	1995	76
	1996	83
	1997	93
	1998	80

CHURN!	Gains	Losses	
1992	+21	-0	Great
1993	+10	-0	"
1994	+17	-11	Best Program Years – Worst Retention Years
1995	+8	-22	" " " "
1996	+11	-4	
1997	+15	-5	
1998*	+2	-15	Removed Non-Payers

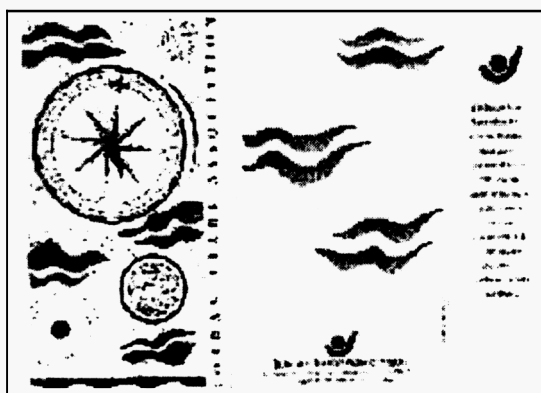
During the 6 year period from 1989 through 1994 the JTA appears to have grown in a manner typical of similar business organizations. In 1995 and 1996 it seems emphasis was placed on programs, not membership development. Management describes these years as its best program years and this finding is echoed by the members. We obviously can't ask the members who resigned, Why? In the ensuing years to present the JTA has once again gained back some of its numbers but not its strength. This finding is represented by the high number of members removed this year for non-payment . Satisfied members, renew.

If the JTA had been able to maintain its balanced programs of the first 6 years during the next 6 year cycle, 1998 membership should stand at about 150 members, not the current 80 paid members which are currently reflected in the records. The objective of this membership development program is to re-institute the previously successful balance by re-introducing previously successful JTA practices and implementing several innovations which should help to strengthen and maintain the membership base. Concurrently the excessive churn (gains/losses) should be dramatically reduced. Membership growth should result from targeted recruitment. Membership loss should never exceed 5% annually.

Today most all member recruitment is initiated and accomplished by the Managing Director (MD). Currently the MD is the organization's only professional executive staff person. He is supported by several office support personnel. The MD has developed several methods for identifying prospective members from various lists of exporters, manufacturers and service companies. He culls from this list the most likely candidates for JTA membership and further studies these companies and their management prior to initiating the first contact. The MD then initiates a contact with the Chief Executive Officer of the prospective member company. During a face-to-face meeting the MD details the opportunities available through JTA membership. Currently the MD has an enviable success rate, he closes 1 of 3 contacts (33%). This performance can be based on good preparation (pre-qualification/research) and good sales technique.

The JTA has used many different membership development tools over the years. Some were more effective than others. Many were stopped due to a lack of internal funding. Those tools currently being used include:

JTA Brochure (Attachment JTA 1)



The brochure is a fairly well presented PR piece. It does display for the reader what the JTA is all about, at least prior to the new Strategic Planning process. It does not however ask anywhere in the document for prospective members to join the JTA. Member benefits are not highlighted as such. One can then consider it an information tool, not a recruitment tool.

JTA Application (Attachment JTA 2)

This application is a standard format stand-alone administrative tool.

JTA Member Profile (Attachment JTA 3)

When a new member is recruited into the JTA they are requested to complete a member profile sheet which provides the JTA administrative team with the basic data needed to communicate with the new member. This is usually a good opportunity for such information gathering however more detail would be useful.

Fees

The Fees at the JTA are structured as follows:

Initiation Fee	JD400
Annual Fee	JD600

The initiation fee is charged once at joining. The Annual Fee is also due at joining and every 12 months thereafter. There is no common date for fee renewal. Renewal dates are based on membership anniversary months. The JTA likes this method as it spreads the cash flow across the operating year. This method also eliminates the need for pro-rata membership fees in the joining year. It cost JTA about JD25 to administratively enroll a new member.

Recruitment Objectives

The current objective is to recruit about 30 new members per year. Given the current sales rate this means the contact person (MD) must make about 90 sales calls annually.

Member also join as a result of referrals from Board members, participation (as non-members) in JTA activities including trade fairs and exhibits and as fairly rare walk-ins to the office.

New Member Kit

The JTA does not currently utilize a formal new member kit during the joining process. The MD sends a welcome letter to the new member and also in this letter seeks an opportunity for an on-site familiarization tour. The member is provided with a list (not currently a directory) of all members of the JTA.

Note: At one time the JTA did produce a full-color well presented Member Directory but it was not distributed due to printing (color separations) problems.

JTA Member Contacts

The JTA staff regularly keeps members informed of potential business, trade and training opportunities. This information is usually sent to members via fax or e-mail. All members receive the same information. This information may or may not be relevant to all members.

Invitations to participate in international trade delegations, trade shows/exhibits and seminars/training are likewise distributed as received.

Irregularly (more off than on, of late) the MD visits the Member's premises.

JTA sends out an Annual Inquiry regarding Member Needs and Interests. 40%-50% response

Further as new rules and regulations are promulgated and new materials are received in the JTA reference library this information is disseminated to the Members.

Recommended Membership Program

The JTA logo may be typically representative of the current organizational state of affairs in the JTA. What was once a much more vibrant image has been allow to regress into a meaningless graphic smudge.



The solid black circle in the current logo once was a graphic representation of the globe. Lets put the world back into the JTA and polish up its image as we go.



Strategy

The general strategy of the JTA should be to stabilize the current membership and target prospective members with characteristics similar to the active members whom already belong to the JTA. This action will dramatically strengthen the JTA and generate an internal synergy which the organization can utilize to stimulate future member activities.

Recruitment Objectives

	Active Members	Total Members	% Active Members	
Start	40	80	50%	1998
Year One	65	110	60%	1999
Year Two	90	130	70%	2000
Year Three	120	150	80%	2001

To accomplish this objective the JTA needs to recruit between 30 to 40 new quality members annually. Further, the JTA will need to ensure its systems and programs are retaining the current active members. This will essentially treble the active membership (40 to 120) while simultaneously doubling the total membership.

Staffing

The JTA needs to recruit and hire a qualified Membership Relations Manager (MRM). This full-time employee would be charged with three broad categories of activity, Recruitment, Retention and Collection. This individual should be a mature vibrant well educated business oriented individual who can comfortably call on Chief Executive Officers and be well received. The remuneration paid this individual would be a combination of commission sales (recruitment), salary (retention) and finders fee (collections). The net cost to the JTA for this individual and all activity should be nil. (The actual figures have been separately developed with and provided to the MD).

The annual subscription of JD600 is reasonable given the total benefits package offered by the JTA. It is recommended the Board leave the annual fee structure unchanged for at least two years until the new JTA Programs of Work are well under way and positively impacting the general membership.

Member Benefits

Market Access

Networking

Information

Representation

Prestige

Advocacy

New Member Kit

It is recommended the New Member Kit contain at least the following items:

JTA Member logo sticker (9)	Member Profile (3)
JTA Membership Certificate (4)	Committee Preference Card (5)
JTA Member List/Directory	Copy of Association By-Laws
Newsletter (6)	JTA Training Calendar
JTA Mission Statement	JTA Objectives
Committee Descriptions	

Welcome Letters from Board Chairman, Committee Chair and from Executive Director

Other Recruitment ideas.....

Initiate an Annual Membership Drive Dinner

Each Member of the Board to invite and host one Non-Member to an "Evening with the JTA"

Board Member pays for dinner and drinks for guest(s) or couple

JTA organizes quality guest speaker

(Paid for from evenings Initiation Fees generated or by the Board Members if they are unsuccessful in generating new members)

Non Member guests are each provided with a Recruitment Kit and invited to join the JTA

Member Recruitment Packet (professionally packaged)

Standard JTA Brochure

New "You ***NEED the JTA!***" Brochure

Current JTA Newsletter, The Exporter (to be restarted, see networking)

JTA Application (redesigned)

Target New Sectors

Target in addition to manufacturers. Hospitals, universities, consulting firms, computer specialists

Membership Retention

Members are retained by participation, motivation, satisfaction and appreciation.

Active Members are Loyal members.

Typical Reasons for Not Joining or Not Renewing (in no particular order)

These problems were identified and neutralized in as much as possible.

Perceived Problem	Suggested Resolution
Fees too expensive	(reduce IF)
Not getting Money's Worth (value for money)	(produce annual benefits accounting)
Salesperson did not make good presentation	(professionally trained recruiter, MRM)
Can do as well myself	(attempt to compare opportunities)
I get my help from JEDCO	(JTA complements JEDCO)
Conflict with Board Members	(April 99 AGM resolves - term limits)
Competition is Member	(JTA welcomes all + staff non disclosure)
JTA has bad reputation	(Fix with new PR campaign)
JTA is elitist	(Was true, repair with PR)
Not interested in Export	(does not need to join the JTA)

Participation

Involve New Members immediately in JTA activities

initiate Semi-Annual New Member Reception

Introduce to General Membership (one reception could be with AGM)
 Handover Member Certificate (suitably framed membership certificate)
 Invite all Members, selected Government officials, foreign delegation, etc.
 Have a Guest Speaker
 Mixer = Networking

Assign every New Member to a JTA working/standing committee

Satisfaction

Ensure JTA members are getting value for money, that is a reasonable return on their investment.

Remind members each year (prior to send annual dues statements) of the real value of membership.
 Issue a Statement of Benefits to each member (price out and total). Compare to Annual Dues.

JTA members should be able to track the value of JTA services and benefits to their own increased export figures.

The JTA staff must respond positively to any reasonable request from members. Any unresolved issues must be cleared immediately to the satisfaction of the member.

Place a numeric value on JTA materials such as the Member Directory (JD 100), The Exporter newsletter (JD 5), etc.

Keep Member cost much lower than Non Member cost (cost-subsidize)

Appreciation

The MRM or MD should visit each member on their premise at least once per year. Let the member know the JTA appreciates their membership. Ensure the member is fully utilizing JTA benefits and

resources. Ask the member what more the JTA can do to improve their business opportunities. By receiving direct responses the JTA will double their current annual query response from 50 to 100%. Further the staff member will be able to obtain more details as needed during the dialogue.

The Chairman of the JTA should send a personal note or letter to the CEO of the member thanking them for paying dues.

Committee members should receive an annual note from the committee chairmen thanking the members for their participation in committee activities.

Certificates of Appreciation should be presented by the JTA to members who serve in an active capacity on JTA committees for 3 or more years.

The JTA should initiate an annual Awards program with an outside sponsor

Exporter of the Year
New Exporter of the Year
Fastest Growing Exporter of the Year

For Members and Non Members

Potential co-sponsors international banks, accounting firms, consultants (all with Jordanian presence)

Networking

Initiate an internal JTA "Members Only" email network or "chat room" Suggest "topics" for discussion.

Initiate quarterly cross-sector Member dinners with qualified speakers (members pay own way)
Change groupings regularly. Encourage member to member dialogue.

Promote the use of JTA logo'd Names Badges for all JTA sponsored events such as trade missions, exhibitions, training, etc.

Restart the JTA newsletter, The Exporter. Highlight member enterprises regularly. Outsource the actual production and printing of the newsletter. JTA provides the stories, the agent sells and profits from the advertising. JTA maintains final editorial rights.

The JTA should sponsor training, training and more training. Training not only educates members and their staffs but creates a cohesive core group of interested members. The training should be programmed on an annual schedule. Formal offerings should be made to fill all seats. First to members, then to nonmembers (at a higher fee). Training should also be outsourced to a professional training unit with a profit sharing arrangement in JTA's favor.

Other Considerations

The role of the Managing Director will need to encompass supervision of the new MRM, research and other staff. Organizing training program, trade shows and exhibitions. Managing the Issues Advocacy program for the Chairman. Managing the dissemination to members of trade research and other information. Promotion and utilization of JTA member benefits and services.

The Managing Director will need to ensure an appropriate balance between JTA Programs and Member Relations.

The provision of Research and Position Paper preparation should be contracted out to appropriately qualified individuals or companies.

The JTA needs to improve its public image by sponsoring a regularly scheduled lecture series on subjects relevant to the membership.

Implementation Process

Start Now

Board approve Membership Development Program

Recruit and train Membership Relations Manager (MRM)

AMIR Program delivers commodities as specified in Strategic Plan

"You NEED the JTA! If..." brochure designed and printed

New Member Kits assembled

"You NEED the JTA! If..." brochures distributed by staff

MRM start recruitment process

Membership Committee initiates regular "networking" dinners

Administration distributes to and collects from all JTA members

Special Interest Cards, Committee Preference Cards

Board assigns every member to a committee

Administration prepares and maintains member Participation Cards

Membership Certificates are designed, printed and presented to all members

Mission Statement and Objectives are designed, printed and distributed to all members

Mission Statement and Objective Placards are posted in Headquarters lobby

JTA applies to AMIR program for Small Grant cost sharing printing of brochure, certificate, MS/Obj, etc, printing

Restart Newsletter – Outsource production and Sell ads to cover cost

Highlight JTA activities, New members and active members

Implement system for continuous monitoring of recruitment/retention results

Initiate regular management skills training courses for members

Establish Sustaining Members Fund (discussed and presented to Board members and MD)

Checkpoints

Each week the MRM should provide to the MID a report detailing the number of contacts made with prospective members (application/brochures distributed), record the number of paid applications submitted, the number of applications accepted/rejected, the number of new members joining and the number of members resigning. An analysis and follow-up should be made regarding any resignation for other than finishing business. Each member activity/project should be continually monitored to ensure members are satisfied. A quarterly report should be sent to the AMIR project reflecting the percent of objectives attained.

Major Project Recommendations

Sustaining Members Fund

One of the Jordan Trade Association's internally perceived problems is the need for financial stability. For the past few years the organization has not been able to accumulate adequate reserves to allow it to offer new services to its members. The following scenario is offered for consideration by the Board to rectify this situation.

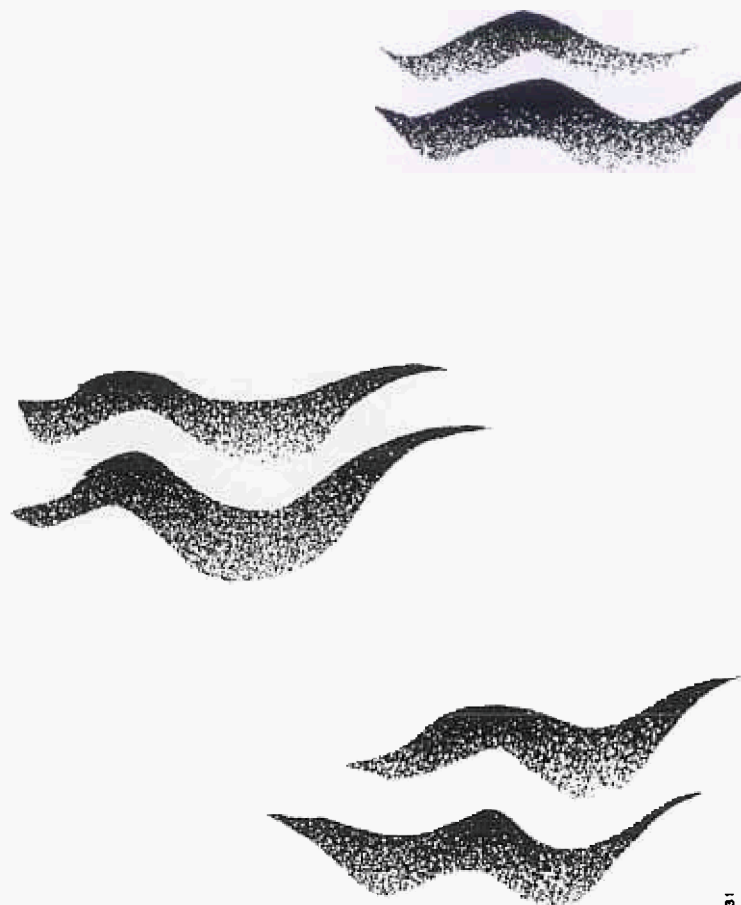
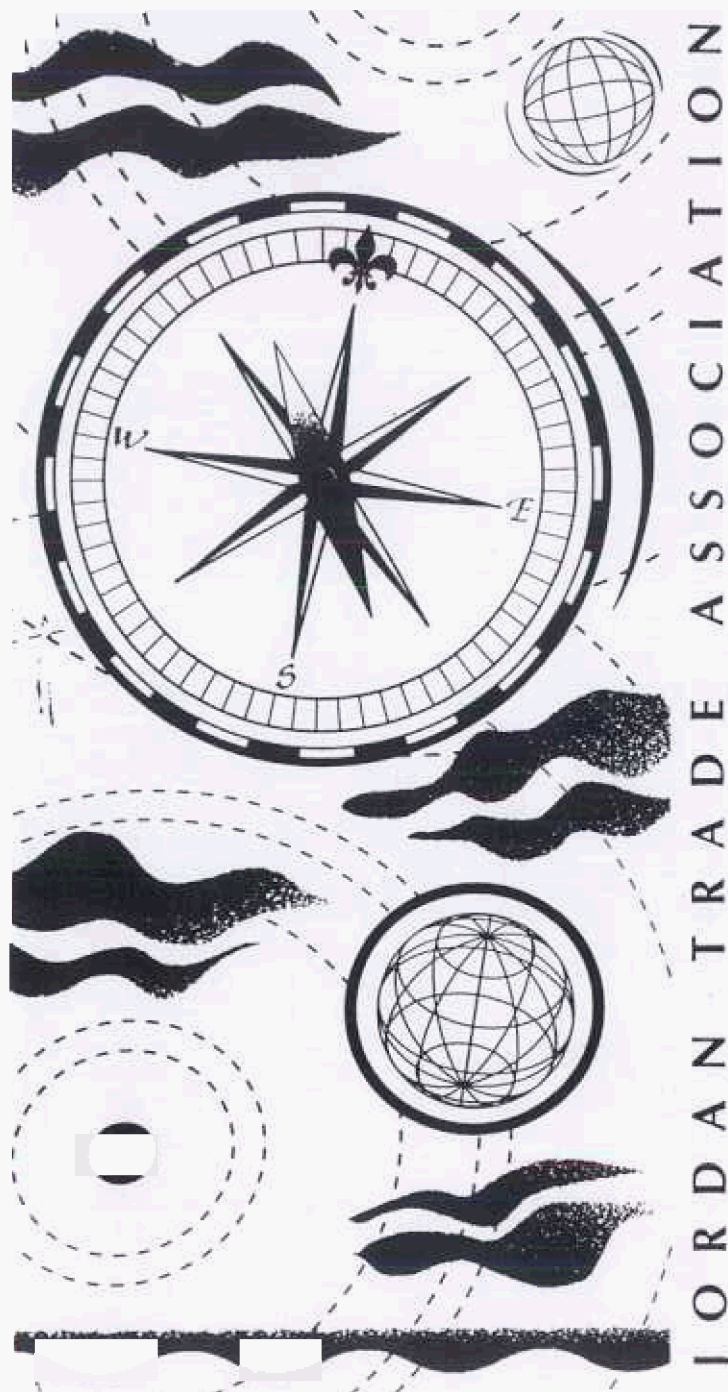
The JTA needs to establish a reserve or "Sustaining Members Fund". Ten of the original companies that started the JTA need to once again step in and offer long term financial support. It is suggested these companies each make a JD5000 annual commitment for a period of 5 years. These funds would be directed to JTA special projects such as the Research function described below. Sustaining Members would have their individual company logos prominently displayed on all JTA promotional materials, letterheads, newsletters, etc. Sustaining Members would not pay any annual subscriptions during the five year period. These reserve funds would be placed in an interest bearing account until they needed. The funds could be also used as the matching contribution for AMIR program, EU projects, etc. This would enable the JTA to be much more flexible in its ability to represent the private sector.

in-House Trade Research Capacity

Currently the JTA has only a limited ability to provide quality trade research for its members. The JTA could take the lead in the provision of such information by hiring a qualified researcher and providing that individual with the tools (computer, internet node, import/export library) to professionally execute the job. Members would receive a service of such quality available no where else in Jordan. Non-members could also utilize this service (for a higher fee) and probably would soon become JTA members. JTA members might be given three hours of research each year as part of their basic JTA benefits package. They could also contract for additional research hours. Non-members would pay for all hours used. The AMIR Program should be approached for assistance in the provision of the staff person, their in-service training and/or their (equipment requirements (computer, office equipment, etc.) Excess fees generated by this service could be returned to the sustaining fund account.

JTA Specific Attachments

1. Current JTA Brochure
2. Current JTA Application
3. Current JTA Member Profile
4. Proposed format for JTA Membership Certificate
5. Proposed format for JTA Committee Preference card
6. Sample of old newsletter, The Exporter
7. Proposed JTA Member Participation Record
8. Proposed JTA Certificate of Achievement
9. Current JTA Member decal
10. New "You NEED the JTA!, If..." brochure



The JordanTrade Association (JTA), a private non-profit organization, was established in 1988 to assist Jordanianbusinesses in their quest to develop international trade, especially the promotion of Jordanianexports worldwide.

DESIGNED BY ISB GRAPHICS TEL. 862531



JORDANTRADE ASSOCIATION

Tel: 962 6 685603/4 Fax: 962 6 685605 Tlx: 23163 TRADE JO
P.O.Box 830432 Amman 11183, Jordan

JTA

طلب إنتساب وإشتراك

إسم الشركة / المؤسسة

إسم المندوب

المنصب الوظيفي

العنوان:

رقم الهاتف

رقم الفاكس

رقم التلكس

ص . ب .

الرمز البريدي

بريد إلكتروني

تاريخ التأسيس

رأس المال

معدل التصدير سنويا بالدينار

عدد الموظفين

البنك المعتمد

المنتجات / الخدمات

عند تقديم الطلب نرجو إرسال رسم الانتساب وقدره (٤٠٠) أربعمئة دينار تدفع مرة واحدة فقط، أما الاشتراك فيكون (٦٠٠) ستمائة دينار سنويا.

توقيع المسؤول: -----

التاريخ: -----



MEMBER PROFILE

COMPANY

CONTACT PERSON
JOB TITLE

ADDRESS

P. O. BOX

TELEPHONE

POSTAL CODE

FACSIMILE

TELEX

E-MAIL

LEGAL STATUS

NUMBER OF EMPLOYEES

YEAR ESTABLISHED

PAID UP CAPITAL JD

ANNUAL TURNOVER JD

BANK REFERENCE

PRODUCTS/SERVICES

EXISTING MARKETS

1. 2.

3. 4.

5. 6.

TARGET MARKETS

1. 2.

3. 4.

5. 6.



ABC Corporation


MEMBER

Jordan Trade Association

Date

Chairman

ATTACHED JTA



Jordan Trade Association

Committee Preference card

Committees

Finance

Information and Documentation

International Trade

Research Studies

social

Training

Public Relations

Issues Management (Analysis and Advocacy)

Human Resources

Member Name

the Exporter

Newsletter published by the Jordan Trade Association / Amman - Jordan

October/November/December 1991

To Promote Jordanian Made Products

JTA Organizes a Trade Mission to Austria

A group of Jordanian businessmen led by the chairman of the Jordan Trade Association Mr. Samih Darwazah were in Vienna to promote their products, find source of raw materials and machinery, explore the possibilities of joint ventures, and meet with renowned Austrian trading companies to promote Jordanian made products in Eastern Europe.

The trade delegation, which left Jordan on the 10th of September for a 3 day mission in Vienna, was organized and executed by the Jordan Trade Association with the close cooperation of the commercial section at the Austrian Embassy in Amman and the Federal Economic Chamber in Vienna. The delegation included eight major private sector companies representing various sectors of the Jordanian Industries.

Talks with Austrian businessmen took place on the 11th and 12th of September at

the premises of the Austrian Economic Chamber. Members of the Jordanian trade delegation met with their Austrian counterparts on individual basis to discuss various trade aspects Austrian companies attending the meetings represented some of the major barter trading companies known for their long term contacts in Eastern Europe.

Arrangements for the business activities of the delegation were made by the Executive Manager of the JTA, Mr. Halim Abu Rahmeh who preceded the group's arrival to Austria and was able to set the schedule of meetings for each individual delegation participant.

The program of the delegation included, on its third day, a visit to Raiffeisen Zentralbank where Dr. Stepitsch, a board member of the bank, welcomed the delegation and gave a speech on barter trade, its history, advantages

continued on page 4

Joint Ventures Welcomed In Jordan

With the objective of promoting and developing the exports of Jordanian made products into world markets, the JTA is working on a program to strengthen and enhance joint venture agreements between Jordanian manufacturing companies and multinationals world wide.

The JTA has been indicating the benefits Jordan can offer to its foreign partners and include, well educated and easy to train work force, low management and labour

continued on page 4

In this issue :

- FOCUS in Aramexp.2
- Jordanian Locks p.2
- IDB new branch p.3
- ICA news briefs p.4
- Member profilep.5

Country **Profile** : Kenya **page 6**

JTA 7

[illegible]

Certificate of Achievement



ABC Corp.

The Jordan Trade Association recognises the contributions of
its Member to the economic prosperity of Jordan



Signature	_____	Date	_____
Signature	_____	Date	_____
Signature	_____	Date	_____

JTA 9



Member

JORDAN TRADE ASSOCIATION

Application Form

(to be developed)

MISSION STATEMENT

"The Mission of the Jordan Trade Association as a non-profit voluntary business association is to expand, support and develop for its members exports of quality Jordanian products and services."

OBJECTIVES

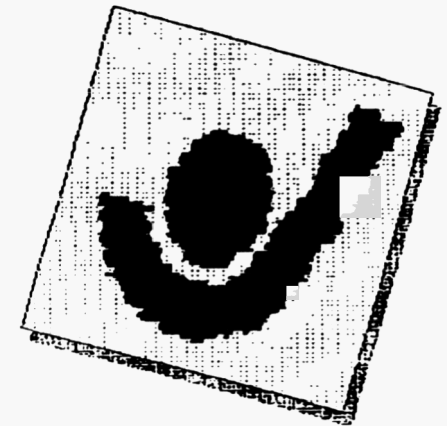
The Objectives of the Jordan Trade Association are:

- To Develop Regional and International Export Trade Opportunities for Jordanian Products and Services
- To Promote Jordanian Exports Worldwide
- To Provide Members with access to Education and Training Programs which improve the Quality of their products and services and as well as their Opportunity for Increasing Exports
- To Promote Dialogue and Networking among Members
- To Form Coalitions and Cooperate with other Private Sector organizations which complement and support the Mission, goals and objectives of the JTA.
- To Provide a substantive influential Voice for Effecting Positive Change on those Public Policy Issues affecting JTA Members
- To Establish and professionally deliver Essential Programs for Members that achieve the Mission of the organization and meet the needs of the Membership.

Jordan Trade Association

P.O. Box 830432
Amman, Jordan

962 6 685603/4



You NEED the JTA

If

Your
Company
wants
to
maximize
its
Export
Potential

If

Your
Company
wants
to
penetrate
new
markets
worldwide

If

Your
Company
wants
to
improve
the
business
climate

If

Your
Company
wants
to
enhance
its
PROFIT
Picture

The Jordan Trade Association Means Business

5TH/08

'section Three

Business Associations Membership Development TA/Training

Amman world Trade Center

Executive Summary
General Background
Membership Program Evaluation
Recommended Membership Program
Implementation Process
Checkpoints
AWTC Specific Attachments

November, 1998

Executive Summary

Business Association Membership Development Process

Within each of the three Strategic Plans is a 3 Year Program of Work related to Membership Development. The consultant was fielded by the AMIR Program to offer to the associations technical assistance and training which would allow these groups to implement their own unique membership development activities.

The following steps were undertaken with each of the three targeted business associations:

- Review historical Membership data
- Review current Membership Recruitment/Retention process
- Review current Membership Recruitment/Retention tools
- Review current Membership Recruitment/Retention records
- Design comprehensive new Membership Recruitment/Retention program
- Assist in implementing new Membership Recruitment/Retention program

Amman World Trade Center (AWTC)

Following a review of AWTC specific data contained in the Membership Survey, the AWTC Diagnostic Study and the AWTC Strategic Plan, the consultant spent nearly a week working at the AWTC office with the General Manager (GM) and company staff whom have the responsibility for membership development within this organization.

The historical membership records in the AWTC are sketchy at best so proved of no real value. It was determined there are currently **180** Corporate Members of which 23 are pre-paid Shareholders and 157 are paid regular Corporate Members. Additionally there are a total of 345 supplementary AWTC Card Holders of which 46 are issued pre-paid to Shareholders, 109 are paid regular Members and **190** are gratis (17 to Shareholders and 173 to others). Over 50% of the members seem to be regularly utilizing the services and benefits of the organization. In excess of 75% of the supplemental Card Holders regularly benefit from the AWTC discount packages. Until recently membership development was managed by the GM who supervised one full-time salesperson and additional part-time sales staff. Prior to the start of this consultancy the AWTC GM had taken the initiative to begin implementation of the AWTC Strategic Plan. One of his first actions was to replace the existing salesman (who resigned) with a qualified individual who was designated as Account Executive (AE). As the T/A was offered during the week, new membership objectives were established which will raise corporate membership to 360 members by 2001 and supplemental Card Holders to 645 during the same period.

A profile of a typical member was developed which will form the profile for identifying and qualifying potential new members. It was agreed the AE should begin the membership development (recruitment/retention) program immediately. Currently the organization is giving away too many extra cards with memberships. New rules for card distribution were established and written into the corporate policy manual. Additionally several suggestions were made and accepted to reduce this churn in the membership rolls. It was further suggested the current JD 150 initiation fee be reduced to JD 75 as the higher fee was a deterrent to joining. New ideas were introduced relative to involving members in AWTC activities and developing stronger networking within the membership. The benefits of belonging to AWTC were identified for inclusion in various recruitment/retention materials. Several additional benefits were strengthened during this process. Samples of various brochures, certificates, administrative records and other communication devices were also developed. It is anticipated these items will be professionally designed and produced during the Year 2 AMIR Program public relations TA/Training activities. Innovative recruitment methods were suggested and accepted.

Member retention was also fully investigated. The number of members leaving the AWTC appears to be quite high. The reasons were identified and to the extent possible, neutralized. New methods for member retention which incorporate the expanded benefits package were introduced and accepted.

Administrative controls related to membership development were discussed. Many of these had already been put in place by the **GM** while the remainder will be implemented once the AMIR program has provided the AWTC with the association management software necessary to perform this function.

When the suggested membership development systems are implemented the AWTC should be able to dramatically increase active membership over the next three years. The net positive impact of the **AWTC** programs on its own bottom line should be readily apparent. AWTC members should be able to quite easily measure their value for service and return on investment.

The consultant also worked with the **AWTC** management to re-organize the existing staff and duties, establish internal/external cost-to-serve formulas and organize an in-house income producing trade leads research capacity which should generate additional non-dues income for the organization

General Background

AWTC members were generally satisfied with their organization when they responded to the AMIR Program Membership Survey. They indicated a high level of satisfaction for AWTC newsletters and bulletins and a somewhat lower satisfaction with the provision of technical information. Members were dissatisfied with AWTC representation and industrial development but somewhat more satisfied with the quality of import/export promotion. They were highly satisfied with the management training program. Members indicated AWTC needed to enhance its managerial and organizational capabilities. Further, members recommended a need for upgrading the skills of the professional staff. Networking seemed high on members' agendas, with calls for more effective networking opportunities. The major issues of importance to members seem to be international trade opportunities, customs reform and export promotion.

During the AMIR Program Diagnostic Study several issues related to AWTC Membership development were identified as needing attention. The AWTC leadership indicated a new building and upgraded professionalism of staff were high priorities. Overall the diagnostic study reflected a need for a comprehensive study of the organization. AWTC scored above the mid-range on the Membership Development and Retention segment. The lack of a comprehensive member retention program, member recognition devices and the lack of knowledge about potential membership market were cited among other items as the main culprits.

AWTC's Strategic Plan which was developed with assistance from the AMIR Program highlighted Membership Development as one of many Programs of Work to be accomplished during the 3 year planning cycle. Contained within that document were several strategies which support both the Mission and Objectives of the AWTC. These include but are not limited to:

Goal:	To increase AWTC membership in programmed increments to a point of financial and organizational self reliance.
Objective:	To retain current Members by providing quality services To attract new members
Strategies/Tasks/Activities:	Analyze current Member Retention/Recruitment program Train Board, Staff and volunteers in professional Membership Retention/Recruitment techniques Conduct Annual Membership Retention/Recruitment program

Based on this information the leadership of the AWTC has undertaken with the support of the AMIR Program to evaluate and revamp the current AWTC Membership Development program.

Membership Program Evaluation

The management of the AWTC has recently changed. Membership data for previous years was either unavailable or not audited. The current membership data as reflected in the AWTC data base is as follows:

180 Corporate Members

23 Pre-paid Shareholders
157 Paid Corporate Members

345 supplementary AWTC Card Holders

46 Pre-paid to Shareholders
109 Paid regular Members

190 Gratis
17 Shareholders
173 Others

A review of the records further indicates over 50% of the members seem to be regularly utilizing the services and benefits of the organization. Supplemental Card Holders regularly benefit from the AWTC discount packages at an even higher degree (75%).

Membership development is managed by the GM. Until recently he supervised one full-time salesperson and additional part-time sales staff.

Prior to the start of this consultancy the AWTC GM had taken the initiative to begin implementation of the AWTC Strategic Plan. One of his first actions was to replace the existing salesman (who resigned) with a qualified individual who was designated as Account Executive (AE).

The membership records indicate a relatively high level of membership churn. To maintain the current membership base the organization was having to add more members to make up for the significant number of member resignations each year. All of this effort simply maintained the status quo. It was evident that members might be joining the AWTC for the wrong reasons.

AWTC Brochure (Attachment 2)

This brochure is out-of-date and not used currently as part of the recruitment program. No replacement document has been printed.

The AWTC uses the following process today for recruitment.

Prospects are extracted from various lists of exporters, manufacturers, etc.

A introduction fax is sent to the prospect. This is followed by a telephone contact to organize an appointment.

Introduction Fax (Attachment 3)

The AE books his calls, meetings and other appointments in a daily diary. The AWTC system maintains a parallel contact record for each prospect.

Daily Diary (Attachment 4)

Contact Record (Attachment 5)

The GM and AE regularly review the status of the active contacts and discuss strategies for selling the prospect.

Follow-up notes/faxes are sent following any face-to-face meetings.

Follow-up Notes (Attachment 6)

AWTC Newsletters (Attachments 7 and 9)

The AWTC provides members with both traditionally printed and web based electronic newsletters on a regular basis. These are professionally edited by the GM.

Membership Kit (Attachment 8)

The AWTC provides prospective and new members with a Membership Kit which details the AWTC benefits for members. This packet is somewhat out-of-date and needs to be repackaged.

Membership Certificate (Attachment 10)

The AWTC provides to members an attractive framed membership certificate.

(It should be noted the consultant's company, Vanguard Associates, Ltd. Was provided with a gratis membership)

Program Development Strategy

The consultant worked with the GM, AE and other staff during the week reviewing current procedures, brainstorming new ideas and actually implementing many of the strategies formulated. The AWTC is well under way to reaching its goal of increasing active membership.

The consultant subsequently designed and submitted a proposed recruitment brochure for consideration by the AWTC management. (Attachment 11)

Recommended Membership Program

This section was developed and submitted by the AWTC GM during the week-long TA/Training period.

Sales Policy

Objective

The objective is to sign up 4-5 new corporate members per month. In order to achieve this objective, the following procedure will be applied:

1. Identify prospective members
2. Research prospective members
3. Send out 20 successful introduction faxes per day. All successful faxes will be scheduled to receive follow up calls after 2-3 days.
4. From the 20 faxes, a minimum of 10 confirmed appointments at the potential member's offices should be scheduled.
5. Fax a thank you note for the meeting afterwards (whether meeting was successful or not.)
6. To get at least 1 new corporate membership per week.

1999 Sales Goals / Objectives

1. To get at least 60 new corporate memberships
2. To get at least 100 new paid additional membership cards

Notes

- Do not let member come to AWTC offices – make sure to visit all potential members at their offices.
- Do not visit potential members more than twice. After second visit, keep all communications to phone, fax, or e-mail.

Membership Fees

Annual Renewal Fees

Annual renewal fees will remain at the current price of JOD250

Additional Membership Cards

Additional membership cards will be billed at JOD75 each

Initiation Fees

Initiation fees will be reduced to JOD75

- JOD20 for processing expenses
- JOD45 commissions to account executive
- JOD10 net profit to Amman World Trade Center

Management Structure

General Manager (Salary)

Office Manager (Salary)

Accountant (Salary)

Office Boy (Salary)

Staff Researcher (Salary)

Account Executives (Salary & Commission)

Job Descriptions

Account Executive

Recruitment

Goal: 50 new Corporate members per year

Goal: 100 new individual Card Holders per year

Compensation: Commission

Retention

Visit all Members each year (split between GM and Account Executives)

Compensation: Salary

Collections

From 10 losses (projected), the Account Executive should recover 5 members, of which he will receive 50 percent of the renewal fees, while the other 50 percent go to the Amman World Trade Center after all internal attempts are completed.

Overall Compensation Package

4

Item	Qty	Amount	Extended
Salary	12	JD250	JD3000
Expenses	12	JD100	JD1200
Commission (new members)	50	JD45	JD2250
Commission (additional cards)	100	JD7.5	JD750
Collections	5	JD250*50 %	JD625
Membership dues renewals			JD1625
Total Compensation			JD9450

Membership and Prospective Members Packages

NOTE: The Amman World Trade Center will develop 2 packages, one for members and the other for prospective members

Kits & Packages

Folder

The folder is fine and does not need any modifications

Business Cards

The business cards are fine and do not need any modifications

CEO Benefits Brochure

Create a separate folder where all the benefits and privileges are inserted individually. (Each insert is of a different size)

Application Form

Revise application form and leave only space for 1 member (CEO) and his spouse. Then create a new application form for the additional cards.

Membership Cards

Add company name.

Benefits & Savings

Corporate Benefits

Prestige

Prestige of belonging to the worldwide network of World Trade Centers

Access

Access to World Trade Centers worldwide

Network

Research (Trade)

Information

Marketing Promotion

Seminars / Training

CEO / Personal benefits

Individual Benefits

Based on the following assumptions, members can save JD1250 per year, as per the following equation:

Assuming:

1. Card holder travels once a year
2. Stays one weekend in Aqaba
3. Spends one night at the Dead Sea Spa Hotel
4. Uses the swimming pool during the summer
5. Has a **NETS** Internet account
6. Uses **USA** Global Calling Card during traveling
7. Ships one package per month
8. Owns a cellular phone

Card No:	Investment	Benefits	Savings
1	JD250	JD1250	JD1000
-	JD0	JD1250	JD1250
4	JD0	JD1250	JD1250
	JD325		JD4675

Membership Reports

1. How much research has been requested
2. How many Trade Leads have been provided
3. How many social events have been attended
4. How many educational/ training events have been attended

Products Offered & Cost / Profit Analysis

Corporate Membership (inc. First Card)

Although revenues are higher (JD250), cost involved is significantly higher since a considerable amount of time will be needed for research etc. Each membership will include one card for the **CEO + a complimentary card for the spouse only**.

Additional Cards

Since no extra expenses are involved, this is where the high profit is – therefore, the Amman World Trade Center needs to concentrate on generating more sales in additional membership cards.

Employee of the month/ quarter/ year program

Members can purchase the employee of the month/ quarter/ year program whereas the Amman World Trade Center will hold a party and present the employee with a certificate and free membership card.

Research Services

Variables

Total weeks: 52

Total holidays and days off: 7 weeks

Total working hours per week: **45.50**

Based on these numbers, the staff researcher will have a total of 2000 hours per year available to conduct research. These hours will be divided into 1000 profit making hours, and 1000 non-profit making hours.

Non-profit making hours (1000 hours)

1. 250 hours for recruitment research
2. 150 hours for work dedicated to other World Trade Centers
3. 600 hours for research. These equals to 3 hours per member per year, worth of quality research time.

Research Cost

1. Internet: JD1500
 2. Loaded Labor: JD12000
 3. Printing: 2000
 4. Total Cost: JD16000
- The cost of 1 research hour is therefore JD16
 - In addition to the 3 free hours members get per year, they can purchase additional time at JD15, while non-members will be charged **JD25** per hour with no free time made available.

Implementation Process

Start Now

Board approve Membership Development Program

Train Account Executive (AE)

AMIR Program delivers commodities as specified in Strategic Plan

"Do You Need..." brochure designed and printed

New Member Kits assembled

"Do You Need..." brochures distributed by staff

AE continues recruitment process

Administration distributes to and collects from all AWTC members

Special Interest Cards

Administration prepares and maintains member Participation Cards

Mission Statement and Objectives are designed, printed and distributed to all members

Mission Statement and Objective Placards are posted in Headquarters lobby

AWTC applies to AMIR program for Small Grant cost sharing printing of brochure, MS/Obj., etc,
printing

Implement system for continuous monitoring of recruitment/retention results

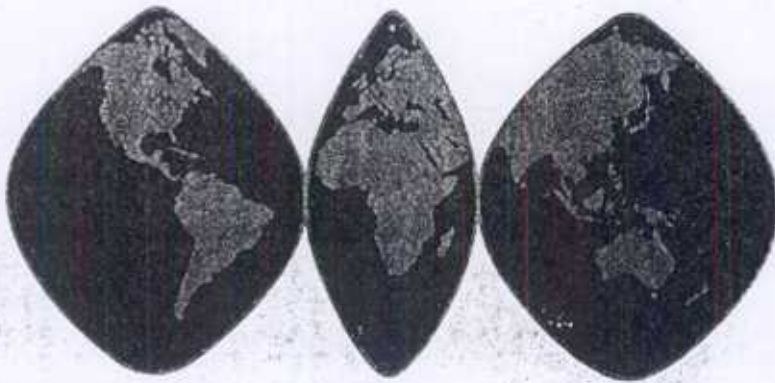
Initiate regular management skills training courses for members

Checkpoints

Each week the AE should provide to the **GM** a report detailing the number of contacts made with prospective members (application/brochures distributed), record the number of paid applications submitted, the number of applications accepted/rejected, the number of new members joining and the number of members resigning. An analysis and follow-up should be made regarding any resignation for other than finishing business. Each member activity/project should be continually monitored to ensure members are satisfied. A quarterly report should be sent to the AMIR project reflecting the percent of objectives attained.

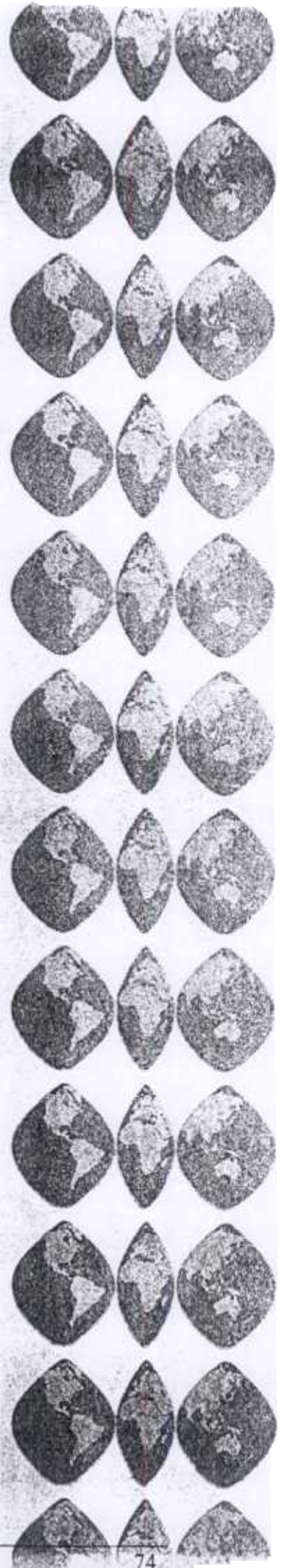
1. Folder Cover
2. Brochure
3. Introduction Letter
4. Appointment Schedule
5. Contact Report
6. Thank-you Note
7. Web Site Opener
8. Membership Kit
9. Newsletter
10. Membership Certificate
11. New Brochure layout

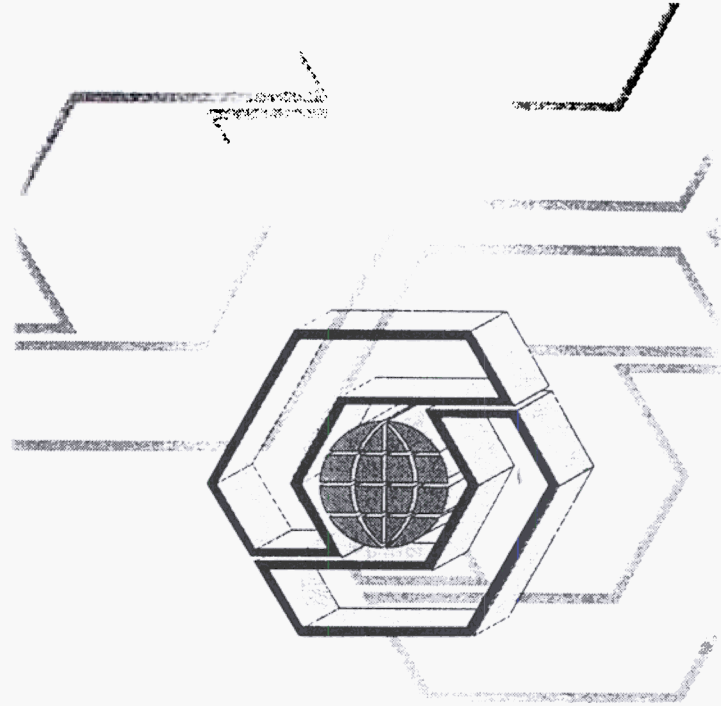
AWTC 1



مركز عمان الدولي
لتطوير التجارة

AMMAN WORLD TRADE CENTER





مركز
عمان
الدولي

AMMAN
WORLD TRADE CENTER



AWTC 3

Amman World Trade Center

Member of the World Trade Centers Association, New York, NY

Sunday, November 01, 1998

Via Fax (6) 5698347

Mr. Walid Tahabsum / General Manager
THE INTEGRATED TECHNOLOGY GROUP (ITG)
P.O. BOX 940903
AMMAN - 11194 Jordan

Subject: Amman World Trade Center Business Services

~~Dear~~ Mr. Tahabsum:

Greetings from the Amman World Trade Center, a member of the World Trade Centers Association based in New York, **NY**. We would kindly like to ask for a few moments of your busy schedule to read through this publication as it provides you with important information about how we can assist you in expanding your international business and exports.

A World Trade Center such as the Amman World Trade Center is the focal point of local and foreign trade activities for a city or region. It brings together the facilities and services necessary to transact international business and gives companies of all sizes the fastest possible access to international markets and a common language to communicate. Being an international, non-political organization, the World Trade Centers Association aims to foster international trade through the concept of the World Trade Centers. Founded in **1968**, the WTCA has grown to become a network of over **320** member organizations in over 90 nations with more than **500,000** affiliated members.

Our main goal at the Amman World Trade Center is to assist you in furthering your business' success and exposure! Whether locally or on an international level, by teaming up with the vast network of internationally located World Trade Centers, you have gained instantaneous access to a valuable range of business and other services, that are specifically designed to meet your objectives and mission. One of the most valuable assets we bring to your organization is exposure! Exposure of your products, services, company name, and company image.

In addition to our wide range of business services, the Amman World Trade Center offers its cardholders a large selection of personal benefits & privileges. These benefits are carefully designed to accommodate you, today's modern business traveler, and have been selected and arranged with ~~international~~ and Jordan's ~~most~~ reputable companies.

Whether you export, import, or service the local market, the Amman World Trade Center can provide you with tremendously valuable business tools. We would like to provide you with more details about our organization and the services and benefits we offer. Therefore, I will telephone you shortly in order to ask you for a brief appointment at your convenience at your premises. I look forward to ~~meeting~~ you soon and ~~thank~~ you again for your time and consideration.

Sincerely,

Ghassan Khouri

Account Executive

gkhouri@awtc.com

Radisson SAS Amman Hotel, First Floor, Suite 122, P.O. Box 962140, Amman - 11 196, Jordan

Telephone: +962 (6) 560-5791 Facsimile: +962 (6) 560-5793

e-mail: info@owtc.com Web Address: <http://www.arab-business.net/wtcnn>

Also Arabic

HWTC 4

- December

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Day 308 Week 44

[illegible]

Contact Report

AWTC5
Ra'ed A. Bilbessi ,AMMAN WORLD TRADE.
Radisson SAS Hotel
First Floor, Suite 122
P.O. Box 962140
Amman,11196

Company INTEGRATEDTECHNOLOGY GROUP (ITG)

Contact Mr. Walid Tahabsum

Title President& CEO

Phone [962] (6) 5620621

Ext. 5620661

Fax [962] (6) 5698347

Salutation Mr. Tahabsum

Fields

Communicate E-Mail

Address 1 P.O.BOX 940903

Address 2

Address 3

City AMMAN

State

Zip 11194

Country

Phone

Alt Phone

Ext.

Mobile Phone

Pager

E-mail Address epoch@go.com.jo

Contacts

Assistant

Asst Title

Asst. Phone

Ext.

Spouse

Ext.

Referred By

Web Site

Last Reach 19-Oct-98

24-Oct-98

ID/Status Prospective Member

Last Results JEDCO

Public/Private Public

Date Range: All Dates

10/31/98	12:31 PM	Subject: Amman WTC Newsletter
10/31/98	12:29 PM	Subject: Amman WTC
10/31/98	12:24 PM	Held meeting with Ghassan at his offices - agreed to meet again on Thursday to close the deal and sign up for membership
10/27/98	11:39 AM	I called him and sit a meeting in his office with me and Ra'ed at 11 am
10/27/98	9:00 AM	Ask Ra'ed about this company and ansewr them today
10/24/98	11:41 AM	It was very good meeting-He asked me about one thing that who we can market his company? As an arme for his company outside Jordan. And i did not answer him- I asked for two days to replay him after asking Ra'ed.
10/24/98	9:55 AM	First meeting
10/19/98	10:10 AM	He was interested and we set a meeting on Saturday morning
10/19/98	10:00 AM	Follow up on Introduction Fax
10/17/98	1:27 PM	Introduction fax

reated 01-Nov-98 at 10:01 AM



Amman,1 1196

E-mail Sent

10/13/98 2:06 PM

Subject: Internet Seminars • Marketing over the Internet • E-commerce • Internet for Journalists, Editors, and Writers

Date Range: All Dates

Cleared

10119/98 10:00 AM

Follow up on IntroductionFax

Cleared

10/24/98 9:55 AM

First meeting

Cleared

10/27/98 9:00 AM

Ask Ra'ed about this company and answer them today

Open

10/31/98 11:00 AM

Meeting me and Ra'ed with Mr. Walid

Open

11/5/98 11:00 AM

Meeting re. membership

From: Internet Mail::Ra'ed A. Bilbessi
To: Tahabsum, Walid at INTEGRATED TECHNOLOGY GROUP (ITG)
cc: Khouri, Ghassan at Amman World Trade Center .
Subject: Amman WTC
Date:

AWTC 6

Dear Walid:

I would like to thank you for ~~meeting us at your office~~ ^{was} earlier today, ~~October 31st~~. It has been a pleasure meeting you and we look forward to establish a close working relationship with you and Integrated Technology Group. Please allow me to confirm our next appointment on Thursday, ~~November 5th~~ at 11am. In the meantime, if there is anything we may assist you with, please call Ghassan Khouri or myself at the Amman WTC.

Sincerely,

Ra'ed A. Bilbessi
General Manager
AMMAN WORLD TRADE CENTER
Radisson SAS Hotel, 1st. Floor, Ste 122
P.O. Box 962140
Amman - 11196, Jordan
Tel +962 (6) 560-5791
Fax +962 (6) 560-5793
E-mail: bilbessi@awtc.com
www.wtca.org/wtc/amman.html

For general inquiries contact: info@awtc.com

Thanks for giving us some of your valuable time
Investment = Pay Off = Profit

From: Internet Mail::Ra'ed A. Bilbessi
To: Tahaburn, Walid at INTEGRATED TECHNOLOGY GROUP (ITG)
Subject: Amman WTC Newsletter
Date:

AWTC 7

Dear Walid:

We are pleased to attach the Amman World Trade Center's new HTML-based Newsletter version. You can now conveniently browse through the entire newsletter just like you browse an Internet site, with the exception that the newsletter resides on your hard disk and you do not need to stay online. To open the newsletter, please follow these simple steps:

1. Double click the attachment "98-10-28.EXE". At the WinZip Self-Extractor prompt, please click on "UNZIP" and leave the default destination folder as indicated. The files will self extract and copy into the proper folder on your hard disk. Once the installation process is completed, close the WinZip Self-Extractor by clicking on "CLOSE". (If the program asks you to overwrite existing files, simply click on "yes".)
2. Click on "MY COMPUTER" on your Windows 95/98 desktop, and navigate to the folder: C:\AWTC\
3. Once you located the folder, please double click the file 1-START.HTM. This will initiate your default web browser and load the newsletter's start page. Once the start page is open, please proceed in reading the newsletter in the same manner you browse through web pages.

If you encounter any difficulties opening the newsletter, please make sure to contact us at the Amman World Trade Center. We hope you will enjoy this new version of our newsletter and provide us with your comments and feedback to info@awtc.com. Thank you.

Sincerely,

Amman World Trade Center
Radisson SAS Hotel, First Floor Suite 122
P.O.Box 962140, Amman - 11196, Jordan
Tel. +962 (6) 560-5791
Fax +962 (6) 560-5793
e-mail: info@awtc.com
www.wtca.org/wtc/amman.html

A NOTE ON VIRUS PROTECTION

The Amman World Trade Center takes the ultimate caution in virus protection. ALL our computers are protected against harmful viruses by scanning each single file with the latest Anti Virus Protection Technology the second it is received either via disk, the Internet, or any other media. If you would like to receive more information about our virus protection system, please contact us at the Amman World Trade Center.

A NOTE ON FRAMES

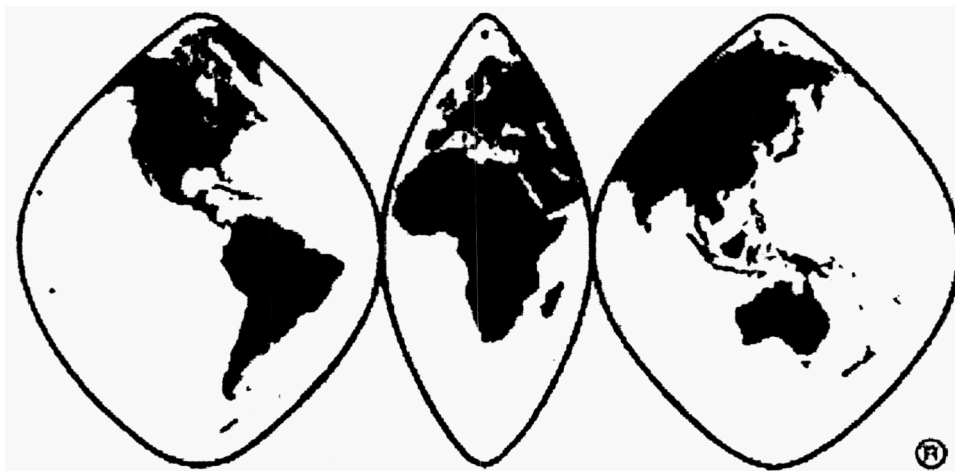
This newsletter is based on frames. If your web browser does not support frames, you need to upgrade to a newer version since most web sites use frames. For more information about upgrading your web browser, please feel free to contact the Amman World Trade Center.

Amman World Trade Center

Member of

World Trade Centers Association@

(New York, NY)



Membership Kit

(Issue July, 98)

Radisson SAS Hotel. First Floor, Suite 122

✉ Post Office Box 962140, Amman - 11196, Jordan

☎ Telephone +962 (6) 560-5791

📠 Facsimile +962 (6) 560-5793

✉ E-mail: wtcnn@go.com.jo / wtcnn@nol.com.jo

www.wtca.org/wtc/amman.html



Newsletter November 14th 1998 Edition

Trade Leads

BRAZIL COMMODITY & SUPPLY

Are sellers of small lots (100 MT to **2,000** MT) of bagged sugar (mainly crystals) shipped in containers, buying directly from local Brazilian sugar mills, and operating the logistics through the final buyers. Special services are also carried out by the Brazilian Company such as special types of packing (**25-Kg** paper, **50-Kg** plastic, **1 MT** Big-Bags), with weekly shipments (in order to reduce financial, warehousing and logistical costs to the buyer), while maintaining stability in quality and delivery. The company **has** also the ability to develop special mixtures of sugar with other ingredients, such as cocoa, coffee, etc which could be an interesting option, for producers of chocolate/confectionery. Currently, the company looks for trade partners in the area. Interested parties should contact: **David V. Pobiak**, Director BCS - **Brazil Commodity & Supply, Inc.**, phone: **+1 (305) 892-1740** Fax: **+1 (305) 899-812** Email: bcssugar@mindspring.com

SURGICAL DRESSINGS

A member of the WTC Calcutta wishes to export surgical dressings, gauze bandages etc. **as well as** textile items and leather walleis. The Indian Company is registered with the Department of Health and Social Security (A Department under Ministry of Health, U.K.) **as** a GMP Supplier of surgical dressings, gauze bandages etc.

The majority of their products are cotton based. For more information please contact

Mr. Sandeep Sardar at **B N Sardar & Sons**, tel. 91-33-521 **3449**, fax 91-33-521 **7394**.

USED MACHINES

DALI Trading Co. is a Korean company which supplies used industrial machines (e.g. plastic injection molding machines, wire drawing machines, etc). The company is currently interested in exporting to the Jordanian market. For more information please contact **Jaeyu Park** at fax **+82 32 589 4923**, tel. **+82 32 589 4921**, or e-mail: dal.kotis.net

SPARE PARTS FOR TRACTORS

The Turkish Company **CANRAD Dis TICARET A.S.** manufactures hydraulic spare parts for tractors. The company is presently trying to find business partners in Jordan. For further details please contact the company at Tel: **+90 (332) 342 0004** Fax: **+90 (332) 342 0001**

MEDICAL JUICES

Morinda Co. is the exclusive manufacturer of a medicinal juice **called Tahitian Noni Juice**, the most powerful product to come along in the health and nutrition industry for decades. The company has already offices in nine countries, and four more are due to open this year.

The company is currently trying to appoint distributors in the area. The edge offered by the company is that many new distributors collect payment in advance (retail price is **\$40.00** U.S. per **32 oz.** bottle) before they place their orders, so **you can literally start this business with little or no investment of your own money**. For more information please contact **Hollis Pecora** at siunoni@eclipse.net

FastLink

Jordan's only provider of quality cellular phone services has joined our network of WTC members - and has extended a range of valuable **Savings and Benefits** to all cardholders of valid Amman WTC Cards.



Please make sure to read further details on page 6 of this newsletter to find out how you can reduce your monthly cellular phone bill drastically.




World Trade Centers Association
Amman World Trade Center

Be it known that

VANGUARD ASSOCIATES, LTD.

is a regular member in good standing
and is presented with this certificate in token thereof

Member since
8/1998


David B. Bani

General Manager, Amman World Trade Center

AWTC

**Do You Need to
Increase:**

**Sales ?
Exports ?
Profits ?**



We Can Help You

Amman World Trade Center

**Radisson SAS Amman Hotel
First Floor, Suite 122
P.O. Box 962140
Amman, 11196 Jordan**

**TELEPHONE 962 6 560-5791
FACSIMILE 962 6 560-5793
E-MAIL: INFO@AWTC.COM
WEB ADDRESS:
[HTTP://WWW.ARAB-BUSINESS.NET/WTCNI](http://WWW.ARAB-BUSINESS.NET/WTCNI)**

Application Form

(to be fully developed)

Ask yourself these questions:

*Is my business
recognized
worldwide?*

*Do I have
worldwide
business
partners?*

*Am I reaching
the potential
of the world-
wide market
place?*

*Do I have
an in-house
marketing
research staff?*

If you answered "NO" to any of the questions
the Amman World Trade Center can help

The Amman World Trade Center provides for its members a wide variety of business related service and benefits including

.....
.....
.....
.....

Increase SALES - Increase EXPORTS - Increase PROFITS
Contact us TODAY and join the AWTC

“Fundamentals of Membership Development” Workshop**BUSINESS ASSOCIATION WORKSHOP****11 November 1998****9:00 am – 1:00 PM**

Marriott Hotel – Amman, Jordan

PROGRAM

“Fundamentals of Membership Development”

SPONSOR**AMIR Program**

Funded by the United States Agency for International Development (USAID)

Managed by Chemonics, International, Inc., Washington, D.C.

AGENDA

Greeting Period – Light Refreshments

Call to Order

Introduction and Overview of AMIR Program in Jordan

*Dr. Zaki Ayoubi – AMIR Program Business Associations Initiative (BAI) Component Leader**Mr. Stephen Wade – AMIR Program, Program Director*Introductions of Participants – *ALL*

Introduction of Guest Expert/Presenter – Robert Ash

Presentation – *Mr. Ash*

Workshop Objectives

Why is membership Important?

Why do people join?

Who are members?

Membership Structures, Bases, Categories

Steps to Successful membership Development

Maintaining Membership Records

Developing Products to Attract Members

Setting Appropriate Dues

Break – Light Refreshments

Presentation – *Mr. Ash*

Developing a Membership Campaign

Who Should Sell Membership?

Marketing Tools

Membership Retention

~~Staff~~ Role in Membership Development

Membership Audit

“Ask the Expert” – *Mr. Ash responds to Participants Questions*Open Discussion – *ALL* *Dr. Ayoubi in the Chair*Closing Remarks – *Dr. Ayoubi*

The workshop was well attended and the participants seem genuinely interested in the subject matter. They appeared to be taking copious notes and were attentive throughout the session. Everyone participated actively during the open discussion period.

Consideration should be given to hosting similar forums throughout the AMIR Program schedule.

Documents Reviewed

Raising and Managing Money, An Overview for Chambers of Commerce, Part II Getting and Keeping Members, a publication of the Office of Chamber of Commerce Relations in the U.S. Chamber of Commerce, 01991

CIPE's training module, ***Membership Development (MDE)***, ©1995

Consultant's **Scope** of Work as prepared by CIPE

Business Association ***Membership Survey Technical Report*** BAI Component Year One - Milestone #3

Business Association ***Diagnostic Studies Technical Report*** BAI Component Year One - Milestone #5

Business Association ***Strategic Planning Technical Report*** BAI Component Year One - Milestones #6 and 7 and Year Two – Milestone #4

1966 Law of Social Societies as amended in 1976 and 1986 (English translation)

Association Literature at BPWC, JTA, AWTC

Individuals Contacted

BPWC

Malak Bittar	PR Manager
Mariam AluNadi	Social Committee
Wijdau Talhouni Saket	Board member
Rabha Safadi	Director
Rasha Barghouti	Executive Director
Nadra Gadanat	Director
Nadera Mdanat	Social Committee
Rawda Abu Taha	Social Committee
Jumana Zreigat	Social Committee
Zahia Hijazi	Social Committee
Randa Qunsol	Treasurer
Hind Abdel Jaber	Chairperson

JTA

Bassan Saket	Chairman
Halim Abu Rahmeh	Managing Director
Othman Nashashibi	Board member
Salwa Bamieh	Board Member
Hazem Malhas	Board Member
Mansour E. Ghishan	Board member
Fawaz Sha'lan	Vice Chairman

AWTC

Ra'ed Bilbessi	General Manager
Ghassan Khouri	Account Executive
Radica	PR Staff
Laith Al Qasem	Board Member

USAID

Jamal Al-Jabri	AMIR Technical officer
----------------	------------------------

Other

Maha Shawareb	Jordan Exporters& Producers Association for Fruits and Vegetables
Nadal Jweihan	Jordan Exporters& Producers Association for Fruits and Vegetables
Mohammed Habib	Amman Chamber of Industry
Ahmad Al Shafai	Jordan Businessmen Association
Mohammed Abu Sa'adeh	Amman Chamber of Commerce
Hisham Dweik	Amman Chamber of Commerce
Peter Bittner	Chemonics
Yomna Mustafa	Chemonics
Keith Miceli	CIPE

All AMIR Staff and Management

REPORT DISTRIBUTION LIST

1 - 3 1/2" Diskette containing: AMIRMEMB.doc, [MS Word format]

TO: Yomna Mustafa
Chemonics International, Inc.
1133 20th Street, N.W.
Washington, D.C. 20036

Also e-mailed to ymustafa@chemonics.com, pbittner@chemonics.com,
swade@chemonics.com, dbrown@chemonics.com and jdorr@chemonics.com

TO: Keith Miceli
CIPE
1155 15th Street, N.W.
Washington, D.C. 20005

Also e-mailed to kmiceli@cipe.org

Robert L. Ash
Vanguard Associates, Ltd.
Route 2 Box 5
Black Oak Mountain
Rock, WV 24747

Also e-mailed to Rockfarrner@delohi.com

TO: Larry Milner
Global Strategy Consultants
40N IH35, Suite 481
Austin, TX 78701

Also e-mailed to [ImiIner\(ii\).aol.com](mailto:ImiIner(ii).aol.com)

PLUS local distribution (per normal protocols)

AMIR Program Files
Steve Wade
Dr. Zaki Ayoubi
USAID

Please note: all graphic images are stored on diskettes which are on file in the AMIR Program offices
all written notes are stored in Dr. Ayoubi's office
the original hard copy report is on file in the AMIR Program office (MS #1 ■file)

With Approval of AMIR Program Management and USAID

1 - 3 1/2" Diskette containing: Section?.doc [MS Word format]

2 Bound Copies of Section One [plain white A-4 paper]

TO: Chairperson (BY Hand)
Business and Professional Women Club
Club Headquarters
Garden Street
Amman, Jordan

1 - 3 1/2" Diskette containing: Section2.doc [MS Word format]

2 Bound Copies of Section Two [plain white A-4 paper]

TO: Chairman (BY Hand)
Jordan Trade Association
Third Floor
Exporters Office Building
Amman, Jordan

1 - 3 1/2" Diskette containing: Section3.doc [MS Word format]

2 Bound Copies of Section Three [plain white A-4 paper]

TO: Chairman (BY Hand)
Amman World Trade Center
Room 122
Radisson SAS Hotel
Amman, Jordan

The solid black circle in the current logo once was a graphic representation of the globe. Lets put the world back into the JTA and polish up its image! as we go.

Strategy

The general strategy of the JTA should be to stabilize the current membership and target prospective members with characteristics similar to ~~the~~ active members whom already belong to the JTA. This